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ABSTRACT

Association of Research Libraries (ARL) member institutions were surveyed by the Systems and Procedures Exchange Center (SPEC) in the fall of 1987 to obtain information on their recruitment and hiring practices for top level library administrative positions, and to determine in what ways search procedures may have changed over the past 10 years in response to the need for highly qualified top level library administrators. The 58 libraries that responded to the survey provided information on 60 director searches and 176 assistant/associate director (AD)-level searches over the past 10 years. Analysis of these responses shows that there has been a pronounced change in the recruitment and selection of directors, and that there is a sharp distinction between procedures for directors and for AD-level positions. The flyer summarizes the findings on recruitment, search and evaluation, and issues and trends; the accompanying kit contains the tabulated results of the SPEC survey and the questionnaire, as well as policy and procedures statements from 11 libraries, and ratings and screening procedures from eight libraries. Materials in the kit were submitted by the University of Georgia, Michigan State University, Purdue University, University of California (Irvine), University of California (San Diego), Wayne State University, University of Connecticut, University of Toronto, University of Notre Dame, University of Waterloo, Cornell University, Southern Illinois University at Carbondale, New York Public Library, University of Alabama, Colorado State University, and the University of New Mexico. (12 references) (CGD)

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spec flyer
#143—April 1988
OMS
Systems and Procedures Exchange Center
ISSN 0160 3582

SEARCH PROCEDURES FOR SENIOR LIBRARY ADMINISTRATORS

Universities have become acutely aware of the importance of the leadership role played by library directors in maintaining and advancing campus-wide services to scholars, teaching faculty, and researchers. At most Association of Research Libraries institutions, the recruitment and appointment of a new director of libraries is recognized as a decision affecting all academic disciplines. At the same time, within research libraries themselves, there is a high interest in identifying and hiring assistant/associate directors who are responsible for much of a library's direct managerial functions.

How does the recruitment and hiring process within ARL member institutions reflect the current role of library directors and assistant/associate directors (ADs)? In what ways, if any, have search procedures changed over the past ten years to respond to the need for highly qualified top-level library administrators? Search procedures have been explored in some degree in three SPEC Kits: #78 *(Recruitment Practices),* #85 *(Personnel Classification Schemes),* and #103, *The Assistant/Associate Director Position,* and in two OMS Occasional Papers, #OP08, *The Assistant/Associate Director Position in ARL Libraries,* and #OP13, *The Selection of the University Librarian.* To focus more clearly on the search and recruitment process itself and to gather some broad-based data, SPEC surveyed ARL member institutions in Fall 1987 about their recruitment and hiring practices for top-level administrative positions.

A total of 58 libraries responded to the survey, with 35 providing supporting documents. This flyer and kit is based on a review of 60 director searches and 176 AD-level searches over the past ten years. Analysis of survey results shows that there has been a pronounced change in the recruitment and selection of directors, and that there is a sharp distinction between procedures for directors and for AD-level positions. Procedures for library directors have become more formal, with national searches, rigorous evaluation of candidates, and major participation by parent institution officers. Most searches produce a suitable candidate from the first applicant pool; searches rarely are re-opened to additional applicants. Director searches generally require substantially more time than searches for AD-level positions. More complete survey results are presented in the accompanying kit.

RECRUITMENT. Traditional methods to solicit applications dominate both director and AD-level searches. Advertisements in professional journals and newspapers along with flyers and posters to other libraries are the main solicitation tools. Combined with personal and professional association contacts, the procedures seem to generate applicant pools sufficiently qualified to complete most searches with the first pool.

Comments in the survey underscore the importance of personal contacts and professional acquaintances for recruiting applicants. Many respondents specifically note that searches for a library director make considerable use of contacts within and outside the library profession to locate candidates. Nevertheless, few candidates contacted in this manner are actually nominees for vacancies. Almost all applicants end up applying for the positions themselves after being alerted to the openings.

SEARCH AND EVALUATION. Nearly all libraries follow formal, written search procedures for director and AD-level positions. Most libraries provide full support for staff time and budget requirements for searches. In many cases, search expenses are paid from existing budget allocations for travel and training.

The majority of procedures for director searches (69%, 40 respondents) have been developed either by the parent institution or jointly by the parent institution and the library. In contrast, the majority of search procedures for AD-level positions (62%, 36 respondents) have been developed by the library alone. Parent institution involvement in AD-level procedures was reported by only 18 respondents; of those, half were joint efforts by the parent institution and the library. Based on survey documents, most libraries have not developed procedures specifically for AD-or director-level positions, but instead address the hiring of librarians and professional administrators in general in their written materials.

Search committees are a standard mechanism for evaluating and recommending candidates for directors and AD-level positions. All director searches and all except six AD searches reported in survey responses were conducted by

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search committees. A breakdown of search committee memberships indicates major participation on director search committees by parent institution senior officers (provost, deans, president) and administrators. Committees for AD-level searches, by contrast, are dominated by internal library staff members and the library director. For the six respondents who indicated that AD-level positions were filled without search committees, the entire search and selection process was handled by the library director.

Evidently, many applicants are evaluated using internal search committee criteria documented in evaluation forms. A number of documents submitted by respondents consist of ranking, guideline, and evaluation forms, mostly for AD-level positions. Only a few of the forms employ numerical ranks; many are designed to simplify summary assessments and priority ranking of applicants. When advertisements and solicitations request certain credentials and criteria, such as a particular degree, evaluation forms often include checklists for such credentials.

ISSUES AND TRENDS: Differences between Director and AD-level Searches. Analysis of search procedures reflects significant differences between AD-level and director positions. Parent institutions regard director positions as important administrative positions, equated with dean-level appointments; consequently, director searches see major participation by parent institution administrators. In addition, comments by respondents indicate that parent institution administrators often decide the final candidates. By contrast, AD-level positions are regarded as internal library positions. Search committees rarely include parent institution representatives, and the director usually decides the final candidates.

Responses suggest that AD-level positions are somewhat more difficult to fill than director positions: whereas only about 6% of director searches required a re-opening of the search, almost 13% of AD-level searches required re-opening. Regarding length of search, on the average, director searches required about 10 weeks longer to complete than AD-level searches.

Changes in Search Procedures Over the Past Decade. The survey provided opportunity for narrative explanation of differences and changes in the way searches have been carried out during the past 10 years. Respondents often indicated that search procedures for director positions have become more formal, with systematic procedures, formal evaluation of candidates, careful documentation of the search process, increased participation by many constituencies outside the library, and a significant increase in the time and other resources required to conduct a search. Many respondents noted in particular an expanded role for search committees; institutions which formerly did not use search committees introduced them in the past decade. In many cases, search committees for library directors have expanded to include full representation of major constituencies within the parent institution, reducing the proportion of librarians on the committees.

The SPEC Kit on Search Procedures for Senior Library Administrators (#143, April 1988) contains tabulated results of the SPEC survey, policy and procedure statements from 11 libraries, rating and screening procedures from 8 libraries, and a selected reading list.

* * *

This flyer and kit was prepared by John Ulmschneider, Head, Library Systems, D.H. Hill Library, North Carolina State University, as part of the OMS Collaborative Research Writing Program.

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Kit #143
April 1988

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SPEC SURVEY

System and Procedures Exchange Center
OMS
• 202-232-8656

August 10, 1987

TO: SPEC Liaisons

FROM: Maxine Sitts
John Ulmschneider

RE: Upcoming SPEC Kit on Search Procedures for Senior Library Administrators

For an upcoming SPEC Kit, we are requesting your library's documentation regarding search and recruitment processes for senior library administrators. For the purposes of this study, we are looking at library directors and staff at the assistant/associate director level, which includes those who typically perform high level administrative duties in functional areas such as processing, public services, or collection development, or who administer the whole of a library's internal operations while the director is engaged in external work.

To supplement documents from your library, we are requesting your responses to the enclosed survey. You do not need to provide complete responses to all questions; however, answer as many questions as you easily can. We will use your enclosed documents for additional information.

The SPEC Kit will cover current practices, as well as changes over the past decade or so. If you have questions or wish to discuss this study in more detail, feel free to contact John Ulmschneider, Collaborative Research/Writer, at 919 737-2339 or Maxine Sitts at 202 232-8656.

To be most useful, survey responses and documents should be mailed by September 11, 1987 to: John Ulmschneider, Head, Library Systems, D.H. Hill Library, Box 7111, North Carolina State University, Raleigh, N.C. 26595-7111. Call John at the above phone number if you need an extension.

System and Procedures Exchange Center

SPEC SURVEY

OMS

SEARCH PROCEDURES FOR SENIOR LIBRARY ADMINISTRATORS

Library _____

Contact Person _____ Phone _____

We are looking for policies, procedures, and other written materials dealing with library directors and staff at the assistant/associate director level. This level includes those staff who typically perform high level administrative duties in functional areas such as processing, public services, collection development, or who administer the whole of a library's internal operations while the director is engaged in external work.

This Kit will rely mainly on your library's submitted documents. Enclose as many of the following documents as are available readily:

* Formal search procedures including guildelines, timelines, policies
* Advertisements, postings, notices, and other written solicitations for applications
* Charges to search committees
* Rating forms, documents related to evaluation of candidates
* Interview schedules and guidelines

_____ Documents enclosed

_____

1. About how many searches has the library conducted since 1975 for:

NUMBER	
_____	Director of Libraries
_____	Associate/Assistant Director

2. About how many searches have required reopening to recruit additional applications, since 1975 for:

NUMBER	
_____	Director of Libraries
_____	Associate/Assistant Director

3. Were searches conducted according to formal search procedures?

YES	NO	
_____	_____	Director of Libraries
_____	_____	Associate/Assistant Director

4. If YES, were procedures established by:

Parent Institution	Library	
_____	_____	Director of Libraries
_____	_____	Associate/Assistant Director

5. Is there formal administrative support for the search process in terms of:

Budget	Staff Time	
_____	_____	Director of Libraries
_____	_____	Associate/Assistant Director

6. Is a search panel or committee used for recruitment/selection?

YES	NO	SOMETIMES	
_____	_____	_____	Director of Libraries
_____	_____	_____	Associate/Assistant Director

If yes, what are the makeups of the groups?

COMMITTEE FOR DIRECTOR SEARCH

NUMBER	
_____	Librarians
_____	Teaching Faculty
_____	Deans
_____	Provost
_____	Chancellor or President
_____	Academic administrators
_____	Undergraduate students
_____	Graduate students
_____	Others (specify)

COMMITTEE FOR ASSISTANT/ASSOCIATE DIRECTOR SEARCH

NUMBER	
_____	Librarians
_____	Library paraprofessionals
_____	Teaching faculty
_____	Provost
_____	Chancellor or President
_____	Undergraduate students
_____	Graduate students
_____	Others (specify)

7. What do you consider the major differences between searches for directors and searches for associate/assistant directors (e.g., type of staff involved, role of parent institution)?

8. What major changes have occurred since 1975 in the way searches are conducted (e.g., staff and time involved, nature of search process)?

9. The following questions draw upon post-search data. Provide approximate numbers of successful candidates for each of the following since 1975.

	NUMBERS OF SUCCESSFUL CANDIDATES: Director	Assistant/Associate Director
Applicants	_____	_____
Nominees	_____	_____
Internal to library	_____	_____
From outside library	_____	_____
Males	_____	_____
Females	_____	_____

10. In general, about how much time elapsed between the beginning of searches and their successful conclusion:

_____ weeks Director Positions

_____ weeks Assistant/Associate Director Positions

OTHER COMMENTS, ISSUES TO BE ADDRESSED?

To be most useful, documents and survey responses should be mailed by September 11, 1987 to:

John Ulmschneider
Head, Library Systems
D.H. Hill Library
Box 7111
North Carolina State University
Raleigh, N.C. 26595-7111

PHONE: 919 737-2339

Questionnaire Results
Search Procedures for Senior Library Administrators
September 1987

Number of respondents: 58

	Director	Assistant Director
1 About how many searches has the library conducted since 1975?	60	176
2 About how many searches have required reopening to recruit additional applicants since 1975?	4	22
3 Were searches conducted according to formal search procedures?		
yes	44	52
no	1	3
no answer	13	3
4 If YES, were procedures established by		
library	4	36
parent institution	33	9
both	7	9
no answer	14	4
5 Is there formal administrative support for the search process in terms of:		
budget support only	6	6
staff-time support only	2	6
budget & staff-time support	35	36
no support	4	6
no answer	11	4
6 Is a search panel or committee used for recruitment/selection?		
yes	53	47
no	0	6
no answer	5	3
10 In general, about how much time elapsed between the beginning of the searches and their successful conclusion?		
average time	34 weeks	24 weeks
maximum time	100 weeks	76 weeks

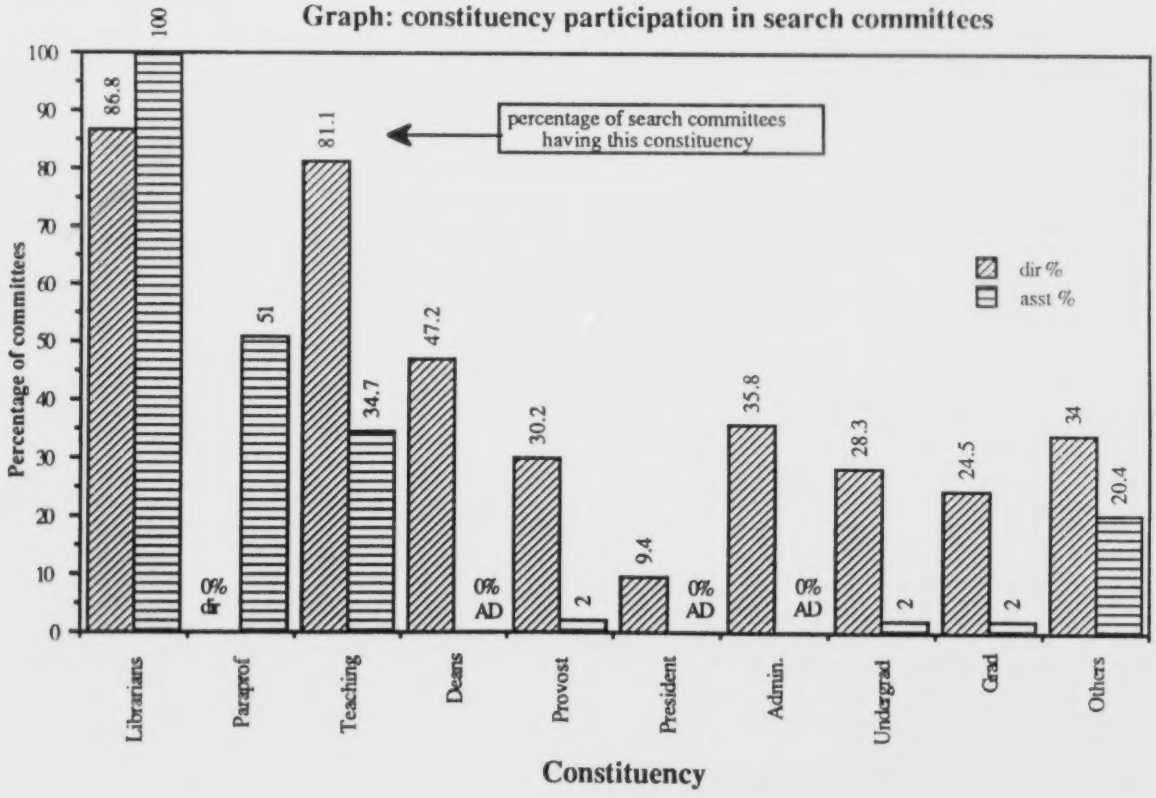
Question 6 was followed by two tables to record the makeup of the search committees. The table figures are reported on the following page.

Question 6
Constituency participation in search committees

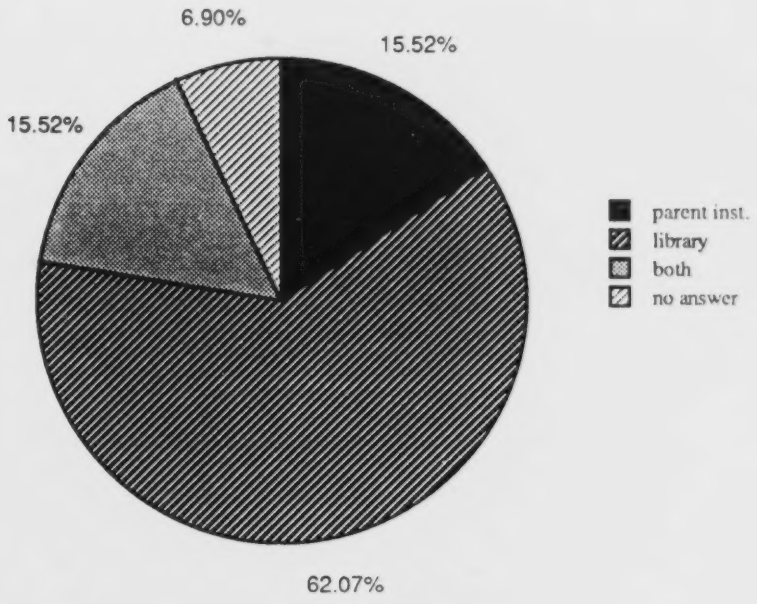
Constituency	# dir committees w/constituency	# AD committees w/constituency	% dir committees w/constituency	% AD committees w/constituency
Librarians	46	49	86.8	100.0
Paraprofessionals	-	25	0.0	51.0
Teaching faculty	43	17	81.1	34.7
Deans	25	-	0.0	47.2
Provost/vice chancellor	16	1	30.2	2.0
President of school	5	0	9.4	0.0
Administrators	19	-	35.8	0.0
Undergrads	15	1	28.3	2.0
Graduate students	13	1	24.5	2.0
Others	18	10	34.0	20.4
no breakdown	4	0	7.5	0.0

The table records how often a constituency was represented on a search committee. For instance, librarians were included on 45 director search committees (86.8% of all director search committees) and 49 AD-level search committees (100% of all AD-level search committees). Blanks indicated that the constituency was not given as a choice on the search committee breakdown list for the search committee. A total of 53 respondents indicated that a search committee was used for director-level searches; 49 respondents indicated that search committees were used for AD-level searches.

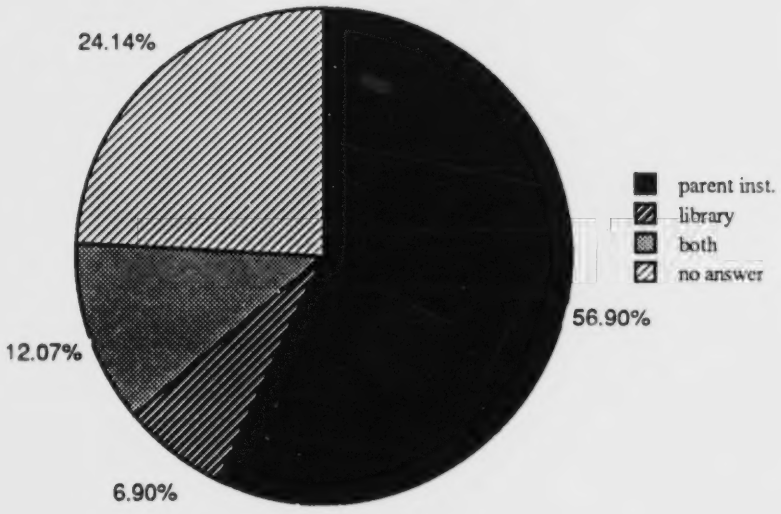
Graph: constituency participation in search committees



Source of formal search procedures for AD-level searches



Source of formal search procedures for director searches



Narrative replies

The questionnaire contained two narrative-response questions. Representative responses are given below.

Question 7. What do you consider the major differences between searches for directors and searches for associate/assistant directors (e.g., type of staff involved, role of parent institution)?

Director search is conducted by President's office. Associate director search is by office of director of libraries.

Level of involvement of academic administrators (for director search). Rigor of search (as regards director search).

The major difference in our institution was that the search for the director was a university matter and the assistant director searches were library matters.

The primary difference...is that the director position is treated as a search for an academic dean. The provost is responsible for the search because the director reports to the provost. Assistant director searches are considered as internal searches covered by the library's search procedures.

The major difference is that the search for the director is conducted entirely by the provost's office, whereas the search for the assistant directors is conducted by the library following the affirmative action guidelines of the institution.

A search for director would involve more participation at the university level. Since the director of the library is a dean...the search committee would be composed by the university administration.

Director: Provost and faculty always involved; final decision is the provost's; interview length almost two full days. Assistant: faculty and/or university administrators usually involved; final decision is the director's; interview length one full day beginning with dinner the night before with the director.

Searches for director would include on the search committee faculty from academic departments and interviews with the provost and chancellor. Searches for assistant directors require only librarians on the search committee. Interviews with the provost and chancellor would not be required.

The search for director is coordinated by the office of the provost while the search for assistant directors is strictly a library conducted activity. There is a search committee for the director but not for the assistant directors.

Teaching faculty are involved in searches for director, not assistant director.

For director, there is more of a focus on involvement of constituencies external to the library as well as a greater emphasis on active recruitment of candidates.

The high profile and dean's level authority of the university librarian position has led the institution to use a much broader search committee than for positions with responsibilities primarily inside the library.

Question 8. What major changes have occurred since 1975 in the way searches are conducted (e.g., staff and time involved, nature of search process)?

Since 1975 the search process has become better organized and somewhat streamlined.

Search process has grown in complexity, involving far more staff both on committees and in the interview process.

More systematic.

More structured format for feedback, e.g., written evaluative reports. Formal comparison of candidates. More staff involved, including faculty.

They are more professional, less perfunctory. There is a greater involvement of people in the interview process.

Process has not changed considerably. The changes have been refinements rather than dramatic alterations.

Procedures are more definite in that there are written guidelines and, of course, affirmative action committees are very much involved...

Since 1975 the search has become more formalized, with interested constituencies represented in an official way.

During more recent time, increased library staff and teaching faculty involvement has occurred.

Search procedures are more formalized, involve more people and take a lot more time.

Much more emphasis on affirmative action and equal opportunity. Much more documentation regarding the search, applicants' disqualifications, and reference...

POLICY AND PROCEDURE STATEMENTS

UNIVERSITY OF GEORGIA LIBRARIES
SEARCH COMMITTEE GUIDELINES1

Introduction

In colleges, universities, and other institutions of higher education, the selection and appointment of librarians ranks among the most important and consequential decisions to be made. To improve these decisions many library administrators are turning to a consultative arrangement in the selection process. In the University of Georgia Libraries this process has been formalized by the establishment of a search committee for each vacant position to be filled. Consultation through a search committee solicits a breadth and range of opinion, and it facilitates objective consideration of the candidates' qualifications. It also promotes participation in the selection process by interested constituencies.

Because selection is a two-way process, these goals and benefits apply to the candidates as well as to the institution. Candidates receive a clearer and more balanced view of the institution if they have the opportunity to be interviewed by several representatives of the institution. Search committees provide the opportunity for discussion, for the development of consensus among the interviewers, and for the inclusion of varied representative viewpoints.

Guidelines

I. Formulation of Search Committees

The ultimate objective of the search process is to select the best possible applicant in a fair, equitable, and open manner. At the University of Georgia Libraries the committee and its chair are appointed by the Director of Libraries upon the recommendation of the Assistant Director or other administrator designated by the Director. The immediate goal in the formation of such committees is to create a body representative of the constituencies affected by the position. At a minimum, such committees consist of the Personnel Librarian and one representative from each of the following: the department in which the vacancy exists, another department in the division, and another division in the Libraries. Persons accepting appointment to the committee shall automatically disqualify themselves as real or potential candidates.

II. Charge to Search Committee

The administrator to whom the committee is responsible instructs the committee as to:

A. Approximate date for submission of the committee's recommendation(s) and proposed date of appointment

B. Form for Committee's recommendation; i.e. number of finalists and/or ranked list

C. Any unique concerns with respect to the position

The committee has the prerogative of discussions with the adminstrator to whom the committee is responsible regarding any of the terms of the charge.

The Personnel Librarian instructs the committee as to:

A. Affirmative action/equal opportunity requirements

B. Arrangements for financial and staff resources

C. Responsibility for documenting committee actions and for preserving those records

D. The need for confidentiality and discretion

III. Development and Use of the Position Description

A written position description and a summary to be used for advertising purposes shall be prepared by the Search Committee at the outset of the search. These, along with definitions of the screening criteria, function as the standard against which candidate qualifications are subsequently judged. The position description includes a full account of the responsibilities of the position and describes the educational background, experience, and competencies desired of the candidate.

In the development of these statements, care should be taken to ensure correlation among position requirements, committee and/or administrative expectations, and salary range offered.

IV. Posting the Position

A. Internal Posting

In accordance with a decision made by Management Council on July 20, 1983, positions except those at the level of Assistant Director or above are posted internally so that current members of the University of Georgia Libraries Faculty may indicate an interest in reassignment to this position. The Search Committee will screen all applications on the basis of the qualifications outlined in the position description. The Committee's recommendation either to appoint from the pool of internal

candidates or to conduct a national search will be made to the Director of Libraries. If a decision is reached to conduct a national search, any internal candidates will automatically become a part of the national pool.

B. National Posting

The Personnel Librarian files notification of the position in the appropriate offices of the University of Georgia and in appropriate publications, taking care that all groups protected by equal opportunity/affirmative action legislation are made aware of the vacancy. Notifications include a brief description of responsibilities, qualifications, minimum salary or salary range, and the information to be provided by each applicant. A closing date for receipt of applications and approximate appointment date, if known, should be specified in these communications. The closing date can be no earlier than 30 days after the first advertisement appears.

V. Ethical Considerations

Committee members should be receptive to all staff and outside comments, but all statements emanating from the committee are the responsibility of the chair. References are solicited from individuals whose names are provided by the applicant, and the contents shall be held in strict confidence within the committee. Candidates who apply for a position should secure the permission of referees before listing them. Additional professional references may also be consulted for those candidates in whom the committee is seriously interested. Upon request, the candidates are entitled to a full list of those individuals from whom references have been solicited.

VI. Initial Communication with Nominators and Applicants

All nominations and/or applications are courteously and promptly acknowledged. To ensure the individual's right to privacy, persons nominated for the position should be promptly apprised of their nominations and their applications solicited. Credentials of nominees are treated in the same manner as those of other candidates.

VII. Selection and Interview Procedures

A. Selection Process

Each committee establishes its own plan for screening and evaluating nominees and applicants. Selection policies and procedures should be consistent with those established by the University. Whatever procedures are employed, the entire committee is responsible for the legitimacy of the process. Every search committee member in every stage of the search has full access to the names and files of all persons under consideration.

All applicants should be screened with reference to the qualifications and requirements stated in the position description and as defined by the screening criteria. The function of initial screening is to identify and eliminate, early in the search process, applicants who are clearly unqualified. The list of persons who remain under consideration after the initial screening should be those to whom the committee will be giving careful consideration and about whom the committee will be seeking additional information. The search committee specifies what further information will be requested by the Personnel Librarian. Fair, objective, consistent, and equitable processes will be used to narrow the field of candidates to those who are to be invited for interviews.

B. Fair and Uniform Treatment

All candidates, external or internal, are accorded the same treatment in the screening and interview process. The committee shall decide the types of documentation (resume, letter of application, letters of recommendation, etc.) it will consider for each candidate. Likewise, all interviews should be similar in scope, format, and personnel. All candidates are judged according to the same criteria.

C. Interviews

The committee in consultation with the appropriate administrators determines the nature (breadth, length, number, etc.) of the interview. Consideration for the candidate's personal comfort should extend throughout the interview schedule. Adequate travel directions will be given to external candidates.

Whenever possible, the interview schedule will be sent, along with confirmation of the interview date, to the candidate several days prior to the interview. The candidate is also provided with information on the Libraries, the University, and Athens. Changes in the date(s) of a confirmed interview should occur only as a last resort and with notification to all parties concerned. If internal changes in the interview schedule are necessary, they should be kept to a minimum. The announced schedule should be followed as closely as possible, and adequate time alloted to ensure that departure travel plans are fulfilled.

At the University of Georgia Libraries, another responsibility of the search committee member will be to act as host for a candidate. This will include picking up and returning a candidate from their hotel, seeing that the schedule is maintained throughout the day, and choosing members of the Libraries Staff to accompany the candidate to lunch.

D. Interview Expense Reimbursement

The cost of travel, meals, and lodging for external candidates invited to the campus is reimbursed by the Libraries. If an off-campus site is selected for the interview, the same

financial arrangement should prevail. (There will be no reimbursement for expenses if both the candidate and the Libraries' representatives are attendees at a conference.) Candidates are notified in advance of the method of reimbursement. Internal candidates cannot be reimbursed for expenses.

VIII. Recommendations of Candidates

The committee shall evaluate with all deliberate speed all the information concerning the candidates in order to make their final recommendation. The chair consults with the administrator to whom the committee is responsible; the chair forwards to the Director the recommendation, including the statement of concurrence or nonconcurrence, by the administrator(s) concerned. The committee or the Director of Libraries may wish to schedule a meeting to discuss the recommendation.

IX. Advanced Communications with Candidates

At each stage of evaluation, candidates are notified whether or not their applications are still being considered. In turn, candidates are asked to report to the committee any change in their status. Candidates should be advised of any important anticipated or actual institutional changes which may affect the position. Should the search period become extensive, mutual reporting should continue periodically throughout the process.

Once a decision has been made, the Director of Libraries or the Personnel Librarian conveys the information to the successful candidate. While initial communication may be oral, the official offer will be in writing and will include the specifics of the offer (i.e. title, rank, salary, date of appointment, fringe benefits). The candidate should be allowed a reasonable period of time, agreed upon by both parties, to reach a decision on the matter.

X. Extending Searches

All active candidates are notified of the intention to extend the search and to readvertise the position should the committee be unable to reach a decision based upon the applications received or should desired qualifications be changed during the search process.

XI. Announcement of Appointment

Upon selection of a candidate and his/her formal acceptance in writing, the Personnel Librarian writes all other active candidates notifying them that the position has been filled. After Board of Regents approval, the Personnel Librarian coordinates announcement of the appointment with the successful candidate. The appointment is announced locally and/or nationally as deemed necessary.

XII. Records of Proceedings

A. Filing of Affirmative Action Reports

The Personnel Librarian, as EEO/AA Coordinator for the Libraries, documents committee proceedings and actions and files the necessary reports.

B. Preservation/Disposition of Files

After the position is filled and all necessary reports are filed, the Personnel Librarian reviews the committee files and retains the records specified by the University Affirmative Action procedures. Personal materials (e.g., books, media, folios, etc.) supplied by applicants or other sources should be returned if requested.

XIII. Conclusion of Searches

After its work has been completed, the search committee is disbanded.

[1] This document is based on "Guidelines and Procedures for the Screening and Appointment of Academic Librarians", College & Research Libraries News, No. 38 (Sept. 1977); an official copy of the ALA Association of College and Research Libraries. It applies only to searches to fill vacant positions on the Faculty and not to screening candidates for internal assignments of responsibility.

[2] See the University of Georgia "Procedure for Affirmative Action Recruitment".

Appointment Process

A request to post a position usually originates in one of the Library's major administrative areas. The supervisor(s) and the departmental administrator, in consultation with the advisory committee of the department, review departmental programs and objectives, personnel needs, fiscal constraints, and other relevant factors in determining whether to recommend filling an established, vacant position, or to create a new position. The establishment of a new position is subject to approval by the Office of the Provost.

Out of the above process may also come a recommendation to limit the search to librarians already appointed to the libraries. When the Director approves or initiates such a recommendation external posting of the position is eliminated and the personnel action which results will be a reassignment rather than an appointment. Peer review and the search process, however, are the same.

If the committee recommends and the Director approves external posting a recruitment and search and selection process is conducted following the University's fourteen-step "Planning and Hiring Procedures for Academic Personnel" which results in the recommendation of a candidate to the Director. A copy of these procedures is available in the Library Office for review. The recommendation for appointment is made by the Director, with final approval by the Provost.

A. Procedures for Appointment of Regular and Temporary Librarians

1. Search and Selection Committee composition: departmental administrator (who serves as chairperson), supervisor(s) of the unit(s) concerned, and elected members of the Departmental Advisory Committee.

2. Committee peer review responsibilities: screening applicants, interviewing candidates on the final list, and recommending candidate(s) to the Director--all according to the current version of the fourteen-step "Planning and Hiring Procedures for Academic Personnel," and the guidelines developed by the departmental administrator.

B. Procedures for Appointment of Administrative Librarians

When an administrative librarian position is to be filled, the librarians (through the Library Advisory Council) share responsibility with the Director of Libraries in formulating the search and selection committee. Search and selection and peer review procedures vary from those for regular and temporary librarians only in (1) the composition of the search and selection committee, and (2) consultation with all members of the Library Advisory Council. The recommendation for appointment is made by the Director, with final approval by the Provost.

The composition of the search and selection committee is as follows:

1. the Director of Libraries, (chairperson);

2. all elected members of the Library Advisory Council from the department in which the position is to be filled;

3. two individuals elected by and from the elected members of the Library Advisory Council to represent the other Library departments;

4. Three representatives from the librarians at large appointed by the Director in consultation with all members of the Library Advisory Council, including:

   a) Two librarians who occupy positions with supervisory/ administrative responsibilities in the department concerned, and,

   b) One other librarian (who may or may not have supervisory/ administrative responsibilities) to represent the other Library departments;

5. The committee may be augmented, at the discretion of its members, by other librarians or members of the University community.

When an administrative position not included in one of the Library's major administrative departments is to be filled, the composition of the search and selection committee is the same as detailed above, except for restrictions involving departmental representation. Instead, equal representation from all Library departments will be sought.

C. Procedures for Appointment of the Director of Libraries

The M.S.U. Bylaws for Academic Governance (section 3.2.5.5.) stipulate that the Academic Council shall develop procedures for the appointment of specified University-level administrators, including the Director of Libraries.

Reassignment Actions

A reassignment results in a different position for a regular or a temporary librarian. The probationary period(s) required of a regular librarian who has not yet attained continuing appointment status may be altered when he/she is selected for a position of higher ranking. The continuing appointment status of librarians already awarded continuing appointment is not affected by reassignment actions.

Reassignment involves peer review. A search and selection process is involved in reassignment only when a librarian is selected to fill a posted position. The situations and processes related to reassignment actions are summarized below.

A. A Librarian is Selected for an Externally-Posted Position of Any Ranking Level

The process to recommend this type of reassignment is identical with that described in the preceding section, Appointment Process.

B. A Librarian is Selected for an Internally-Posted Position of Any Ranking Level

1. Members of the appropriate search and selection committee recommend limiting the search for an open position to librarians already appointed to the Libraries.

PROCEDURE FOR FACULTY SEARCH

The procedures listed in this document have been prepared to serve as a checklist and to guide search committees in completing the tasks associated with filling faculty positions. Specific forms and procedures are subject to change by University policy and practice.

	Action	Responsibility
1.	**Pre search**	
1.1	Need to fill vacancy	Administrative Committee
1.2	Salary range determination	" "
1.3	Appoint search committee	Director
1.4	Advertising deadlines	Personnel Office
1.5	Develop job description, notice of vacancy and deadlines for internal and external applications	Search committee
1.6	Approve job description, notice of vacancy and ad text	Head, Search committee
1.7	Duplicate job description and notice of vacancy	Personnel Office
1.8	Develop search procedures	Search Committee
1.8.1	Develop rating scheme	" "
1.8.2	Develop priority qualifications	" "
1.9	Review hiring goals & Affirmative Action rules	" "
1.10	Identify journals, conferences and other advertising media (minority & non-minority)	" "
1.11	Forward APO (Announcement of Position Opening) with position description to Vice-President and Affirmative Action Office	Personnel Office
2.	**Search**	
	Internal Search	
2.1	Notify Library faculty of job vacancy and deadline for application	Director
2.2	Interview with candidates	Head, Search Committee
2.3	Review credentials of internal candidates	" " "
2.4	Committee review of credentials	Search Committee
2.5	Interview internal candidate(s)	" "
2.6	Recommend candidate(s) to Director and go to task 4 or	" "
2.7	Inform candidate(s) that outside search will be conducted	Head, Search Committee
	External Search	
2.8	Prepare purchase orders for advertising	Personnel & Business Office
2.9	Notify ARL Directors, ALA library schools, minority employment groups, and other special groups	Personnel Office
2.10	Notify MLS pool including local people	" "
2.11	Forward Affirmative Action Information Form to applicants	" "
2.12	Review Equal Employment Opportunity information received from Affirmative Action office per Affirmative Action Information form letters	Head, Search Committee

2.13 Initial review of credentials	Head, Search Committee
2.14 Committee review of credentials	Search Committee
2.15 Determine most serious candidates	" "
2.16 Write to unsuccessful applicants	Head, Search Committee & Personnel Office

3. Interview

3.1 Check reference for serious candidates	Head, Search Committee
3.2 Invite finalists to Purdue	" " "
3.3 Arrange itineraries for finalists	Personnel Office & Head, Search Committee
3.4 Prepare information packets for candidates	Personnel Office
3.5 Interview and gather needed data for final selection	Search Committee
3.6 Recommend final choice(s) to the Director	Head, Search Committee
3.7 Receive and process expense forms for finalists	Personnel & Business Office

4. Offer to successful candidate — Director

5. Post Search

5.1 Write to rejected candidates	Personnel Office & Head Search Committee
5.2 Notify Library faculty of appointment	Director
5.3 Dismiss Search Committee	"
5.4 Review Search & file records	Personnel Office & Head, Search Committee

6. Orientation

6.1 Contract	Director
6.2 Payroll change	Business Office

DRAFT

SEARCH COMMITTEE GUIDELINES FOR LIBRARIAN AND AUL POSITIONS

I. PURPOSE

II. COMPOSITION OF SEARCH COMMITTEES

III. AFFIRMATIVE ACTION

IV. CONFIDENTIALITY

V. RECRUITMENT

VI. REFERENCES

VII. INTERVIEW AND PREPARATION

VIII. SELECTION AND APPOINTMENT

IX. LAUC WELCOME TO NEW LIBRARIANS

APPENDICES

I. MATRIX OF RESPONSIBILITIES

II. SEARCH COMMITTEE CHAIR

III. LIBRARY PERSONNEL DIRECTOR

IV. SEARCH ACTIVITIES STATEMENT

V. MINORITIES AND WOMEN: A LIST OF MAJOR ORGANIZATIONS IN LIBRARIANSHIP (ALA/OLPR)

I. PURPOSE

Search committees are charged to recruit and recommend suitable candidates for appointment to the Librarian and AUL series. Members appointed to search committees are considered to be representatives of the Library community and function in that capacity.

U.C. Irvine policy on the use of search committees is found in UCI Academic Procedures, Section 11-0, Recruitment Guidelines - Professor Series. Page 7, dated 10/82 states

> The following requirements must be fulfilled before an academic appointment recommendation in the Professor Series or equivalent rank is submitted to Academic Personnel. Guidelines for other types of academic positions are planned. Until these additional guidelines are available, please use those established for the Professor Series as a general guide, modifying them as appropriate for the series.

The following procedures extracted from Section 11-0, are useful to this discussion on the use of search committees for appointment in the Librarian series.

Search Committees. It is recommended that an academic unit establish a search committee to receive and review applications. Where feasible, women and minority faculty should be included on search committees. The Department Chair of the academic unit is responsible for ensuring that the search committee is fully informed about, and adheres to, all affirmative action procedures. The search committee should serve the faculty as a whole by evaluating candidates and informing the faculty about certain candidates. Departmental faculty should have access to the search committee's findings (minutes of all meetings should be kept) and should be able to bring any inadequacy of the search procedure to the committee's attention. The committee should be responsible for dealing with any such perceived inadequacies in a responsible fashion.

The Pool of Candidates. At the end of the recruiting period and prior to the onset of the selection process, it is important to determine that the pool of candidates contains women and minorities in reasonable proportion to their availability, and that appropriate affirmative action search measures have been taken. Therefore, at this point, the Affirmative Action Officer should be contacted to ascertain whether the selection process can proceed or whether the search needs to be extended.

PURPOSE Cont.

The Selection Process. Once a satisfactory pool has been established, the selection process can begin. Only job-related criteria may be used as selection devices. Furthermore, selection should be based on the criteria spelled out in the position description and advertisement. The academic unit is responsible for maintaining the academic quality of the institution by hiring the best qualified candidates. However, it must be recognized that in most cases there is not such thing as only one best qualified person, but a narrow range of best qualified candidates. It is important to give full consideration to the principles of affirmative action in deciding among the "best qualified candidates. The selection of the final candidate proposed for an appointment should be by the faculty as a whole, based upon the final group of candidates proposed by the search committee. This final group of candidates should contain qualified affirmative action candidates wherever possible. Since in many instances the number of qualified affirmative action candidates in the pool will be small, it is important to give more than cursory consideration to all such applicants. This means carrying your consideration beyond the initial contact level. The recommendation concerning the final candidate must in all instances be accompanied by a record of the options of the faculty as described in Section 3-10. Such a recommendation for apointment may be indicated to the individual concerned, but it must never be represented as an offer of a position.

Search Activities Statement. Each appointment dossier must be accompanied by a Search Activities Statement. This document should accurately describe the search and selection procedures, and it should clearly articulate reasons for the final choice. It is important to state the reasons why the other ranked finalists were not chosen. Approval of search activities statements will be given if they demonstrate the following: a) advertising was carried out in appropriate publications for appropriate lengths of time; b) the Affirmative Action Officer has certified that the pool of candidates considered was reasonably representative of available persons; c) a serious effort has been made to locate and seriously consider affirmative action candidates; and d) the final selection is readily understandable from the description of the criteria in the position profile, the advertisement, and the ranking and reasons given for choosing the finalist and for not choosing the other seriously considered candidates.

II. COMPOSITION OF SEARCH COMMITTEE(S)

Composition of search committees should be guided by the aims for an efficient and effective working group and for diversity of perspectives and viewpoints.

Search committees are appointed by the University Librarian and are normally composed of 3 to 6 members.

Membership will normally include at least one member from the department with the vacant position and one member from the Library at large. Search committee members should be knowledgeable about the Department.

The Library Personnel Director serves as an ex-officio member (with all privileges of membership) of all search committees.

II. COMPOSITION OF SEARCH COMMITTEE(S) Cont.

Current service on the Library Review Committee excludes membership on search committees.

Normally, faculty members and Library support staff are not members of librarian search committees. It may be desirable, however, that faculty and staff be included in the interviewing process.

If possible, the person selected as chair should have previous search committee experience. The head of the department with the vacant position generally does not serve as chair.

III. AFFIRMATIVE ACTION

Certain AA requirements are noted in the extracts taken from Section 11-0. Other requirements are contained in Federal regulations, State of California regulations, as well as University and campus regulations. Space is not available to discuss these voluminous regulations. The general policy of the University related to appointments, however, is stated succinctly as follows:

> It is the policy of the University, in filling a position to select that applicant who possesses the qualifications to perform the duties of the position most effectively. Within this policy the selection process should facilitate the attainment of affirmative action goals and objectives.

The Library Personnel Director, in his role as the Library Affirmative Action Officer, will assure distribution of vacancy announcements to known organizations committed to the recruitment of women and minorities for Librarian positions (see V. RECRUITMENT below) and will monitor the search committees compliance with Affirmative Action policies and procedures. Shortly after appointment of the committee, the Personnel Director will normally schedule an appointment for the Campus Affirmative Action Officer to meet with the members of each search committee to discuss University and campus AA policy, goals, and timetables.

IV. CONFIDENTIALITY

The Associate Vice Chancellor, Academic Affairs has described the policy on confidentiality in search committees, succinctly, as follows:

> A search committee is obliged to respect the confidentiality of all materials which come to its attention and which should be regarded as confidential. In particular, this includes letters of recommendation and similar materials sent by or on behalf of applicants. The deliberations of the search committee with regard to applicants are confidential.

IV. CONFIDENTIALITY Cont.

> However, the search committee is also obliged to make itself available to members of the department and to other persons who have a legitimate interest in the matter. The rules concerning confidentiality do not apply to general discussion of the position to be filled or to general comments such as criteria or the philosophical basis of the appointment. (Candidates' letters of application, resumes, and Bio-bibliographies are not confidential.)

This principle is articulated in letters and in telephone calls to referees in order to obtain their evaluations on the qualifications of particular candidates under consideration by the search committee. The following or similar statement is made to referees:

> The information you submit (or give) will be maintained as confidential pursuant to University policy. Although it is possible that in some few cases disclosure of confidential personnel records may be required by law, the University will attempt, to the extent possible, to maintain the confidentiality of this information.

V. RECRUITMENT

Position announcements should be distributed widely to library media, organizations, and interested individuals in order to solicit a pool of the most highly qualified applicants. Application deadlines should allow sufficient lead time (usually 3-4 months) to insure that announcements appear in the following journals:

American Libraries
C&R L News
Chronicle of Higher Education
Journal of Academic Librarianship
LJ Hotline
Library Journal

as well as any others considered appropriate for the position.

Affirmative action should be strongly encouraged by recruitment through specialized organizations and media. At minimum, announcements should be sent to all organizations included on the most current "Minorities and Women: A List of Major Organizations in Librarianship" available from ALA/OLPR (see Appendix V).

The Library Personnel Director will also send announcements to any prospective candidate suggested by Library staff.

VI. REFERENCES

The Search Committee should seek as much information as possible about candidates whom it identifies as highly qualified and who are being considered for interviews.

In addition to requesting letters of reference from referees named by the candidates and possibly others not named, information should be sought through telephone calls to selected referees.

The Search Committee should seek a diversity of perspectives among the references but should aim for uniformity of treatment for all candidates.

It is recommended that the Committee obtain six to ten references for each candidate, with a significant percentage of perspectives from current and past workplaces, including evaluations of supervisors, colleagues, persons supervised, faculty and other library users, as appropriate. For entry level positions at least two references should be sought from faculty involved in the candidate's education for librarianship. In such cases transcripts should also be requested.

Librarians and other staff members in the UCI Library should be encouraged to share with the Search Committee any information they may have about the candidates, providing that information can be substantiated.

VII. INTERVIEWS AND PREPARATION

Each Search Committee will determine the candidates to be interviewed in consultation with the University Librarian.

Committees should plan to interview a minimum number of candidates, keeping in mind Affirmative Action policy and guidelines. Generally, 2 to 4 candidates will be interviewed for each position. The actual number interviewed should be determined by the quality of the pool of applicants.

Every effort should be made to screen the candidates as thoroughly as possible before scheduling interviews. Intensive pre-interview processes should be used to establish a good sense of the candidate's interest, the candidate's appeal, and the Library's interest in the candidate. In order to insure that candidates have good written communication skills, samples of writing (paper, proposal, etc.) should be requested for review by the Search Committee. Academic transcripts should also be requested for entry-level candidates. Additional pre-interview screening might include telephone interviews, conference calls with candidates under consideration, video-taped preliminary interviews, etc.

The University Librarian encourages flexibility with regard to the length of the campus interview. Normally, however, candidates will be on campus one day, unless the position is that of a manager--Department Head or AUL. For managerial positions one and one half (1-1/2) to two (2) days should be accorded for screening and interviews with all appropriate groups and individuals.

VII. INTERVIEW AND PREPARATION Cont.

The Search Committee Chair, in collaboration with the Library Personnel Office, will send each candidate the interview schedule and additional informational materials agreed upon by the Committee. Such an information packet might include the following:

- General information on Librarian Series including relevant A.P.M. sections
- Librarian Salary Schedule
- Appropriate Library and Departmental information (e.g. goals and objectives, annual reports, etc.)
- Current UCI General Catalog
- Antidote, UCI Student Handbook
- UCI Library Items (recent issue)
- UCI Library Update (recent issue)
- Selected UCI Library Publications included "Library Resources and Services," and others as appropriate
- Map of Irvine and Orange County area
- Campus and Irvine/Orange County housing information.
- Irvine World News

The Search Committee will determine the interview format. Generally, the higher the position level, the more is expected from the candidate. Possible interview segments include (see also Interview Binder in Personnel Office):

- Group interview with full Department.
- Formal presentation to the Department, the Library, or other appropriate group.
- "Scenario" question given to candidate in advance (e.g. night before).
- Individual interviews with key personnel, e.g. UL, AUL, Dept. Head, Educational Services Coordinator, Data Services Coordinator, etc.
- Interview(s) with faculty and/or support staff as appropriate.
- Informal social gathering and/or opportunity to meet informally with selected Library staff to discuss other perspectives of UCI Library.

Meals with candidates should be kept to small groups in order to facilitate conversation and information sharing. The Search Committee Chair, in cooperation with other Committee members or Library staff as appropriate, will host or arrange meals with invited candidates. At such meals, the Library will pay for the candidate and two hosts. If others wish to attend, it will be at their own expense.

Normally, the candidate's full transportation expenses will be covered by the Library. If travel is by air, economy rates should be used whenever possible. Automobile travel will be reimbursed at the current rate per mile, not to exceed air fare.

One to two nights lodging and meal expenses for each candidate will be covered by the Library at the current per diem rate. Candidates should expect to spend one full day on campus at minimum. Return travel arrangements may allow another one-half (1/2) day for a community tour, if desired, following the second night's lodging.

VIII. SELECTION AND APPOINTMENT

The recommendation of the Search Committee is given to the University Librarian by the Chair as soon as possible following the conclusion of the interviews for the candidates. When more than one of the candidates is being considered for the position, the finalists will be recommended in priority order. When none of the candidates interviewed is being recommended by the Search Committee, the Chair will recommend either that additional highly qualified applicants from the pool be interviewed or that the search be reopened.

The Search Committee's recommendation may include the rank and approximate step appropriate for the person recommended as the most qualified candidate.

The University Librarian is not obliged to recommend the appointment of the candidate recommended by the Search Committee. At the same time, it would not be suitable for the University Librarian to recommend the appointment of a candidate unacceptable to the Search Committee. If there is a difference of opinion, the University Librarian will meet with the Search Committee to attempt to resolve the differences. If the Search Committee's recommendations remain unacceptable to the University Librarian, the University Librarian could discharge the Search Committee and appoint a new one.

The University Librarian will make the preliminary job offer to the selected candidate and will discuss the appointment level and the date of appointment with that individual.

The Library Personnel Director will write the report of the Search Committee and the Affirmative Action Statement and forward them to the Associate Vice Chancellor, Academic Affairs.

The appointment is made by the Associate Vice Chancellor, Academic Affairs after the report of the Search Committee has been reviewed by the Library Review Committee.

IX. LAUC WELCOME FOR NEW LIBRARIANS

It is recommended that LAUC-I host a social function to welcome new librarians within the first two months of arrival.

TASKS	UL	AUL	Dept. Head/ Department	Chair	S. Comm.	Personnel
- Develop position description and criteria (approval by CDH for Dept. Heads and AULs)	X	or X	or X			
- Write final position description and announcement	X	or X	or X			X
- Appoint Search Committee	X					
- Distribute announcements to appropriate media, organizations, and individuals						X
- Receive, acknowledge, file apps.						X
- Convene first meeting and provide orientation for Committee on procedures, Affirmative Action, etc.						X
- Schedule and chair meetings				X		
- Review applications	X	X	X	X	X	X
- Screen applications				X	X	
- Regular liaison with UL/AULs				X		
- Meeting minutes/reports if applicable				X	X	
- Request written references						X
- Telephone interviews				X	X	X
- Send interview schedule and materials agreed upon by S.C. to candidate. (See Guidelines for possible inclusions.)				X		X
- Arrange interviews with UL/AULs				X		
- Prepare summary sheets on candidates				X		
- Arrange faculty interviews				X	X	
- Send candidate dossiers to faculty interviewers				X	X	
- Send thank-you letters to faculty				X		
- Candidate travel arrangements						X
- Candidate transportation to/from airport etc.				X	X	X
- Conduct interview				X	X	
- Refreshments for interview day where applicable						X
- Host or arrange meals w/ candidate				X	X	
- Community tour for candidate if applicable				X	X	
- Convey recommendation to U.L.				X		
- Preliminary contact with selected candidate	X					X
- Contact unsuccessful applicants at appropriate time						X
- Write report of Search Comm.						X
- Write Affirmative Action Statement						X

APPENDIX II

I. SEARCH COMMITTEE CHAIR

The Chair of the Search Committee has a large number of responsibilities, some of which are shared with other members of the Committee or with the Library Personnel Office, and some which are not. These begin after the Committee is appointed by the University Librarian.

The Chair will:

1. Schedule and chair meetings of the Search Committee;

2. Serve as the liaison with the University Librarian, and with the Assistant University Librarians where appropriate, to communicate the deliberations of the Committee and any proposed or recommended actions or activities;

3. Review applications, along with other Committee members and any interested Library staff;

4. Screen applications, in conjunction with other Committee members;

5. Insure that minutes are kept and reports written, if desirable or necessary;

6. Participate with the Committee in obtaining references by telephone for selected applicants;

7. Collaborate with the Library Personnel Office in sending the interview schedule and materials agreed upon by the Search Committee to candidates invited to visit UCI;

8. Arrange interviews with the University Librarian and Assistant University Librarians during the scheduled visits;

9. Prepare summary sheets on candidates to be distributed to interested Library staff;

10. Participate with other Committee members in arranging faculty interviews, where appropriate;

11. Send candidate dossiers to faculty interviewers and later send thank-you letters to participating faculty;

12. Share with other Committee members and the Library Personnel Office the responsibility for providing transportation, as necessary, for visiting candidates;

13. Participate with the Committee in conducting the interview;

14. With other Committee members, host or arrange meals with invited candidates;

15. Share responsibility with other members for taking the candidates on a tour of the community, as desired;

16. Convey the Search Committee's recommendation(s) to the University Librarian.

APPENDIX III

Library Personnel Director

The Library Personnel Director has responsibilities in two principal areas related to search committees. The LPD is an ex officio member on all search committees for appointments in the Librarian Series and in the AUL Series. According to Sturgis Standard Call of Parliamentary Procedures, sec. ed., pp. 178-179, "An ex officio member has all the rights, responsibilities, and duties of any other member of the committee, including the right to vote. He is not, as commonly believed, merely a consulting or advising member."

The LPD's other major area of responsibility is to provide administrative and clerical support to the Committee, as requested by the Chair, and to respond to the University Librarian's requests for information and advice related to the search and appointment procedures.

The Library Personnel Director will:

1. Write the final position description, announcement, and journal advertisements in cooperation with the Department Head or AUL or UL, as appropriate;

2. Distribute announcements to appropriate media, organizations and individuals;

3. Receive, acknowledge, and file applications;

4. Convene the first meeting of the Search Committee and provide orientation on procedures, AA, etc. Schedule appointment for Campus AA Officer to brief Committee on UC AA policy, when appropriate;

5. Review and screen applications as member of the Committee;

6. Request written references, as recommended by the Chair;

7. Make telephone reference calls, as recommended by the Chair;

8. Send interview schedule and relevant materials to candidates, as recommended by the Chair;

9. Make travel arrangements for candidates' interviews;

10. Arrange for refreshments for day of interview, as applicable;

11. Make tentative offer to candidate selected, as directed by UL;

12. Contact unsuccesful candidates at appropriate time;

13. Write report and recommendation of Search Committee; and

14. Write Affirmative Action Search Activities Statement.

SEARCH ACTIVITIES STATEMENT
UNIVERSITY OF CALIFORNIA, IRVINE

_____ Department

_____ Name of Proposed Appointee

Date Search Initiated_____
Title_____Step_
Salary_____

The proposed Appointee is:

1. _____White
_____Black
_____Hispanic (includes - Mexican/ Mexican American, Latin American/ Latino/Chicano/Spanish American/ Other Spanish)
_____American Indian
_____Asian/Pacific Islander (includes - Chinese/Chinese-American, Japanese/ Japanese American, Pakistani/East Indian/Other Asian)
_____Filipino/Pilipino
_____Unknown

2. _____Male
_____Female

3. (if applicable or if known)
_____handicapped
_____Vietnam era veteran
_____disabled veteran

4. _____US Citizen
_____Non-US Citizen

5. Detail the search and recruitment activities taken to ensure the consideration of affirmative action candidates* for this appointment.

6. Did you contact the UCI Affirmative Action Officer to discuss your recruitment plans, sources, and the academic goals and timetables?

_____Yes _____No

7. List all advertisements which were made, and attach a copy of each.

Publication | Date Advertised

* i.e., members of minority groups, women, persons who are handicapped, Vietnam era Veterans, disabled veterans.

8. How many response did you receive from all recruitment sources?

9. How many candidates did you identify from these responses who met the advertised minimum qualifications?

(C = Caucasian, M = minority, U = ethnicity not known)

Men			Women		
C	M	U	C	M	U
—	—	—	—	—	—

10. For how many of these qualified candidates did you receive and review letters of recommendation?

Men			Women		
C	M	U	C	M	U
—	—	—	—	—	—

11. How many candidates were seriously considered for this position? (For the purpose of this question, "seriously considered" implies personal contact or interview with the candidate, seminar presentation, or the equivalent.)

Men		Women	
C	M	C	M
—	—	—	—

12. If women and minorities appeared among those minimally qualified and/or those for whom letters of recommendation were reviewed and do not appear among those seriously considered, please explain. (Use separate sheet if necessary.)

13. Did any handicapped persons, disabled persons, or Vietnam era veterans appear in the search?

_____ Yes _____ No

If any of these did not appear in the list of final candidates, please explain. (Use separate sheet if necessary.)

14. Rank all seriously considered candidates indicating sex and ethnicity in each instance. (Use separate sheet if necessary.)

Candidate	Sex	Ethnicity

15. Explain fully the reasons for your final selection, including both your criteria for ranking the candidates and reasons why the other ranked finalists were not selected. (Use separate sheet if necessary.)

16. If someone other than this candidate refused a tentative offer, please indicate the sex and ethnicity of that person or persons and reason for refusal, if known.

17. If any persons who were handicapped appear in the search, attach a statement comparing the qualifications of the person to those of the person selected and a description of the accommodations to the person's handicap considered. (Federal regulations require that such a statement be made available to the applicant upon request.)

Department Chair	(Date)	Dean/Director	(Date)
Affirmative Action Officer	(Date)	Assistant Vice Chancellor	(Date)

POLICY AND PROCEDURES FOR REVIEW OF THE CANDIDATES IN THE ASSOCIATE AND ASSISTANT UNIVERSITY LIBRARIAN SERIES

I. AUTHORITY AND RESPONSIBILITY

A. Review procedures must meet the requirements and criteria of revised Section 83 of the Academic Personnel Manual effective October 31, 1977, and will adhere to the general principles concerning review of academic personnel in the University of California. Except as herein noted below, all procedures for Associate and Assistant University Librarians, will also be parallel to the Policy and Procedures for Review of Candidates in the Librarian Series (Section 55-2 of the UCI Academic Personnel Procedures).

II. PROCEDURES FOR RECOMMENDATION AND FOR REVIEW OF CANDIDATES FOR APPOINTMENT, PROMOTION, MERIT INCREASE, NO ACTION OR TERMINATION

A. There are no normal periods of service for appointees in the AUL series. Each year, the University Librarian will evaluate the performance of the AUL and will discuss with the AUL any concern about the effectiveness of the AUL's performance. The University Librarian will maintain a written record of these discussions. Formal review of the AUL may be initiated by the University Librarian or Vice Chancellor-Academic Affairs at any time, but must be conducted at least every three years.

B. Recommendations for academic personnel actions will be made by the University Librarian and must be one of the following: promotion, merit increase, no action or termination.

C. Specific procedures for review of candidates in the AUL series will be parallel to the applicable guidelines for candidates in the Librarian series with particular emphasis on guidelines governing confidentiality (see Policy and Procedures for Review of Candidates in the Librarian Series, Section 55-2, p. 1-12).

D. The following special provisions are applicable only to candidates in the AUL series:

1. Soliciting of Letters of Evaluation: (Section 55-2, IX-C)

a. In soliciting letters on AUL's, the University Librarian will provide each evaluator with a general policy statement concerning the duties, responsibilities and criteria for appointment and advancement of Associate and Assistant University Librarians.

2. Appointment of the Ad Hoc Review Committee: (Section 55-2, VIII)

a. The Vice Chancellor-Academic Affairs, after consultation with the Library Review Committee, will appoint an ad hoc review committee of at least four members.

b. There will be at least one member from each of the following categories:

1. An AUL from another University of California campus;

2. A career appointee in the Librarian series;

3. A faculty member who is a member of the Academic Senate;

4. A member of the Management Series (normally from the Irvine campus).

3. Responsibilities of the Library Review Committee Concerning Personnel Actions for AUL's: (Section 55-2, V)

Upon completion of the review by the ad hoc committee, the dossier will be sent to the Library Review Committee. The Library Review Committee will review the dossier and make written comments regarding the proposed recommendations to the Vice Chancellor-Academic Affairs.

4. Appointment of Search Committee: (Section 55-2, X-A)

A. Candidates for appointment will be identified by a search committee which will be appointed by the University Librarian and constituted as follows:

1. The Council of Department Heads will select two of its members;

2. The LAUC-I Executive Board will name a slate of three members with career status (who are not members of the Council of Department Heads) from which the University Librarian will appoint one;

3. The Library Support Staff Association Executive Board will name a slate of three members who are regular career appointees from which the University Librarian will select one;

4. The University Librarian will appoint a faculty member who is a member of the Irvine Division Library Committee;

5. The Library Personnel Director will be an ex officio member of the committee.

May 1, 1983

University of California, San Diego

PROCEDURE FOR APPOINTMENT, PROMOTION AND ADVANCEMENT FOR ASSOCIATE UNIVERSITY LIBRARIAN AND ASSISTANT UNIVERSITY LIBRARIANS, UCSD

The following are guidelines governing the conduct of personnel procedures concerning appointment, promotion, and advancement in the Associate University Librarian and Assistant University Librarian Series at the University of California, San Diego. These guidelines include the delegation of authority and responsibilities to individuals and committees involved. It is intended that they be consistent with the policies and principles embodied in Section 365 and 360-10b of the Academic Personnel Manual of the University of California.

1.0 Authority and Responsibilities

1.1 The Chancellor has delegated to the Vice Chancellor-Academic Affairs authority to approve appointments, promotions, and merit increases within authorized salary ranges, after appropriate review, for those in the Associate University Librarian and Assistant University Librarian Series. (From this point Assistant University Librarian and Associate University Librarian will be referred to as AUL.)

1.2 The University Librarian shall be responsible for interviewing candidates and recommending appointments at the AUL level; evaluating AUL's for advancement and promotions; gathering appropriate documentation in support of recommendations; and forwarding such documentation to the Vice Chancellor-Academic Affairs.

1.3 The University Librarian shall delegate responsibility to the Personnel Librarian for coordination of a recruitment program for filling vacancies in this series and for monitoring its effectiveness with respect to equal opportunity/affirmative action programs and other legal requirements; for gathering documentation relevant to potential appointments; for processing internal transfer applications; and for serving as liaison between the Vice Chancellor-Academic Affairs, the University Librarian, and the Screening Committee.

1.4 The Committee on Appointment, Promotion and Advancement (CAPA), a standing committee of the Librarians' Association of the University of California, San Diego, shall be responsible for recommending a slate of five names to the University Librarian for appointment to the Screening Committee, of which three will be selected to serve by the University Librarian. (See Section 2.3)

1.5 The University Librarian shall delegate to the Screening Committee the responsibility for evaluating applications and for recommending names of the most qualified applicants to be interviewed. The University Librarian shall consider these recommendations when selecting candidates to be interviewed. The Screening Committee shall also participate in the interview process and shall provide to the University Librarian a report which shall consist of a written evaluation of each candidate interviewed.

2.0 Appointments

2.1 Definition: an appointment occurs when an individual is employed with one of these titles and when the individual's immediately previous status was

a. not in the employ of the University; or

b. in the employ of the University, but not with either of these two titles.

2.2 Criteria for Appointment

Refer to Section 210-4e, 360-10b, and 365-10a of the Academic Personnel Manual.

2.3 Screening Committee Appointment

a. A Screening Committee shall be appointed by the University Librarian for each appointment to this series.

b. Membership

i) Faculty, librarians, and staff members, with career appointments, are eligible to serve on the Screening Committee.

ii) Membership of the committee is not confidential, but its reports and recommendations are confidential.

c. Appointment of the Screening Committee

i) When a vacancy occurs in the AUL Series, the Personnel Librarian shall send the Committee on Appointment, Promotion, and Advancement (CAPA) a draft of the responsibility description and request to provide a slate of five names from which the University Librarian shall appoint three members to the Screening Committee.

ii) The University librarian shall directly appoint a number of additional persons to the Committee and shall designate one of the members as Chair.

iii) The Personnel Librarian shall inform the Committee on Appointment, Promotion, and Advancement of the committee's composition, including the names of persons appointed directly by the University Librarian, and shall set a date for the first meeting.

iv) The Screening Committee shall remain in existence until the AUL appointment has been made.

2.4 Procedure for Recruitment and Appointment

a. Recruitment for an AUL shall begin with the University Librarian writing a position description which will be forwarded, with advertising and search procedures, for approval by the Academic Affirmative Action Office. Applicants shall be recruited and considered according to Affirmative Action guidelines to assure an Equal Employment Opportunity to all qualified candidates.

b. Upon approval of the Academic Affirmative Action Office, the Personnel Librarian shall solicit names for appointment to the Screening Committee from CAPA.

c. The University Librarian shall appoint the Screening Committee and its Chair.

d. The Personnel Librarian and the University Librarian shall meet with the Screening Committee as soon as posible after its appointment to review and discuss:

i) Responsibility description and qualifications being sought

ii) Proposed recruitment sources which shall be determined prior to Affirmation Action approval

iii) Recruitment, selection, and appointment procedures

iv) Affirmative Action guidelines

e. The Personnel Librarian, or designated respresentative, shall carry out the recruitment program and forward all applications to the committee.

f. The committee shall advise the University Librarian on potential interviewees.

g. The Interview

For each candidate to be interviewed, the Library Personnel Office shall arrange a schedule including a meeting with the Screening Committee and informal meetings of the candidate with appropriate staff members of the Library and the University as well as with the University Librarian.

h. The Recommendation

i) After the interviews have been completed, the Chair of the committee shall submit its report to the University Librarian. The committee will be allowed at least one working day to submit its report to the University Librarian.

ii) If the University Librarian selects one of the candidates interviewed, the name will be forwarded to the Vice Chancellor-Academic Affairs for approval. If the University Librarian does not wish to select one of the candidates interviewed, the University Librarian shall meet with the Screening Committee to determine a future course of action.

2.5 Documentation to Accompany Appointment Recommendation

a. Letter of recommendation from the University Librarian which provides a comprehensive assessment of the candidate's qualifications.

b. Report of the Screening Committee

c. Biography Form

d. A copy of the University Librarian's solicitation letter for letters of recommendation

e. Letters of Recommendation

f. Evidence of publications or other creative work

g. Copy of position responsibility description

UNIVERSITY LIBRARIAN

UNIVERSITY OF CALIFORNIA, SAN DIEGO

The University

Established as a general campus of the University of California in 1960, UCSD has become a diverse and rapidly expanding research-oriented university. The campus consists of four undergraduate colleges, twenty four graduate programs, a school of medicine and the world-renowned Scripps Institution of Oceanography. The quality of its faculty and the strength of its research and teaching programs have earned UCSD a reputation for excellence. In 1982, it was admitted to the prestigious American Association of Universities. UCSD currently ranks fifth in the nation in federally financed funds for research and development expenditures. The University community consists of 11,700 undergraduates, 2,600 graduate students, 3,000 faculty members and researchers, and more than 8,500 non-academic staff members.

The Library

The University Library system consists of the Central University Library, the Biomedical Library (and Medical Center Library), the Scripps Institution of Oceanography Library, the Science and Engineering Library, and the Undergraduate Library.

Combined collections number more than 1.6 million volumes and have particular strength in art, biology, engineering and technology, history, literature, medicine, music, oceanography, physical sciences, and social and behavioral sciences. Special collections of distinction include Pacific voyages from the sixteenth to mid-nineteenth centuries, the Renaissance, the Spanish Civil War, nautical logs and expeditions, private presses, and contemporary poetry. The Library has an annual operating budget of $12 million and a staff of 60 professionals, 155 FTE support staff, and 59 FTE student employees.

The Library has recently embarked on several ambitious programs: an extensive automation program which will result in integrated technical and public service systems; projects to develop and process distinctive archival and other special collections; and special fund-raising and development projects, including an NEH Challenge Grant.

Responsibilities of the Position

The University Librarian has overall responsibility for the development and administration of library policies and programs in support of UCSD's research and instructional programs; development of library collections; leadership and direction of the library's professional support staff; long-range planning for services, staffing, automation and physical facilities; administration of the annual budget; development of external funding sources; and leadership at all levels--campus, regional, University-wide, and national--in addressing academic library issues and needs. The University Librarian, who reports to the Vice-Chancellor for Academic Affairs, is a member of the Chancellor's Council and the Academic Senate and works closely with campus administration, faculty, and colleagues throughout the University of California, in implementing library goals.

Qualifications

Applicants for University Librarian must possess the quality of strong and effective leadership to administer successfully a complex university library system, and must have high level administrative experience in an academic research library. Candidates must have a demonstrated commitment to academic excellence, research, and scholarship, and an ability to work effectively with all segments of the library, campus, and community. Candidates must have demonstrated achievement in building research collections and in developing responsive user services, and must have an understanding of current and emerging technologies which have an impact on the delivery of library services. Applicants must possess an MLS from an ALA-accredited library school.

UCSD offers a competitive salary and an attractive benefits package. Applications consisting of letters of interest and resumes received by March 4, 1985 will be given full consideration. Please send to:

Professor Donald Tuzin, Chair
University Librarian Search Committee
University of California, San Diego
Q-016 (15541-W)
La Jolla, CA 92093

INTERVIEW SCHEDULE

Candidate for Position of:
University Librarian

Thursday, April 4, 19

10:15 am Interview:
Acting University Librarian, Library Administration Office, Central University Library

10:45 am Interview:
Personnel Librarian, Library Personnel Office

11:15 am Break

11:30 am Interview:
Assistant University Librarian - Access Services, Library Administration Office

12:00 pm Lunch: Library Administration Conference Room
LAUC-SD (Librarians' Association, University of California, San Diego Division), Members
Reference Librarian, Biomedical Library
Reference Librarian, Science & Engineering Library
Head, Technical Services, Scripps Institution of Oceanography Library
LEA (Library Employees' Association), Members
Library Assistant, Technical Services, Scripps Institution of Oceanography Library
Library Assistant, Catalog Department, Central University Library
Library Assistant, Technical Services, Science & Engineering Library

1:00 pm Break

1:30 pm Presentation & Discussion: Liebow Auditorium, Basic Science Building, Room 2100
Library Staff

2:30 pm Break

2:45 pm Interview: Central University Library, Room 263, Central University Library

Department Heads Group:

Documents Department
Systems Department
Circulation Department
Music Department
Special Collections Department
Library Personnel Office
Science & Engineering Library
Scripps Institution of Oceanography Library
Reference Department
Biomedical Library
LEA Chair
Assistant University Librarian - Access Services
Catalog Department, LAUC Chair
Acting University Librarian
Slide & Photo Collection
Administrative Services
Cluster Undergraduate Library
Assistant University Librarian - Social Sciences & Humanities
Acquisitions Department

3:45 pm Break

4:00 pm Interview:

Acting University Librarian, Library Administration Office

THE UNIVERSITY LIBRARY
UNIVERSITY OF CALIFORNIA, SAN DIEGO

Administrative Position

ASSISTANT or ASSOCIATE UNIVERSITY LIBRARIAN - TECHNICAL SERVICES

AVAILABLE: November 1, 1986
SALARY RANGE: $38,600 - $63,200

The University and the Library

The University of California, San Diego, has an enrollment of approximately 14,800 and employs 3,200 faculty and other academicians, and over 9,000 non-academic staff. The main academic units are four undergraduate colleges, a Division of Graduate Studies and Research, a Division of Engineering, a School of Medicine, Scripps Institution of Oceanography, and University Extension. Although a relatively young institution celebrating its twenty-fifth anniversary, UCSD has developed distinguished academic programs. It ranks sixth nationally in annual receipt of federal funds for research and development and is one of fifty-two members of the Association of American Universities. The University Library system consists of the Central University Library, the Biomedical and Medical Center Libraries, the Science & Engineering Library, the Scripps Institution of Oceanography Library, and the Undergraduate Library. Library collections total 1.7 million volumes.

Responsibilities

Under the general direction of the University Librarian, responsible for administering four departments--Acquisitions, Catalog, Documents, and Systems--and for coordinating technical services operations throughout the Library. The AUL is a member of the Library's administrative team and participates in planning and decision-making with respect to overall policies and operations. The incumbent represents the UCSD Library on campus, on UC systemwide committees, and in other arenas, as appropriate. The AUL contributes to the profession and maintains an awareness of current professional organizations and activities.

Qualifications

An understanding of the scholarly use of library collections and services; an awareness of trends in higher education and library services; demonstrated ability to work effectively with library staff and other members of a research-oriented academic community; considerable academic library experience, including a comprehensive knowledge of technical service operations and a strong working knowledge of automated technologies and their potential for increased application in academic libraries; the ability to provide leadership in dynamic and rapidly changing circumstances; a commitment to the overall goal of public service and an appreciation of the importance of interaction between public and technical service operations in improving and

extending the library's information services. M.L.S. from an ALA-accredited library school is required. Knowledge of research and evaluation techniques is highly desirable.

Benefits

Librarians at UCSD are academic appointees. They are entitled to 16 hours per month of annual leave, eight hours per month of sick leave, reductions in incidental fees, and all other perquisites granted to non-faculty academic personnel. The University has an excellent retirement system, and sponsors a variety of group health, dental, disability, automobile and life insurance plans.

UCSD is an equal opportunity, affirmative action employer.

Applications received or postmarked by October 15, 1986 are assured of consideration. Submit a letter of application, enclosing a résumé and a list of references to:

University Librarian
Library, C-075-G
University of California, San Diego
La Jolla, CA 92093

June 1986

UNIVERSITY OF CALIFORNIA, SAN DIEGO

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UNIVERSITY LIBRARY LA JOLLA, CALIFORNIA 92093

INTERVIEW SCHEDULE

CANDIDATE FOR THE POSITION OF ASSISTANT/ASSOCIATE UNIVERSITY LIBRARIAN - TECHNICAL SERVICES

Monday and Tuesday
9 and 10 February 1987

(All interviews will take place at Central University Library unless otherwise noted.)

Monday, 9 February 1987

8:15 a.m. Greeting:
University Librarian
Location:
Library Administration Office

8:30 a.m. Library Tour and Interview:
Assistant University Librarian - Personnel
Location:
Library Personnel Office

9:30 a.m. Break and walk to Biomedical Library

10:00 a.m. Interview:
Branch Technical Service Heads:
Science and Engineering Library
Biomedical Library
Scripps Institution of Oceanography Library
Location:
Biomedical Library

11:00 a.m. Return to Central University Library

11:15 a.m. Systems Department Tour
Head, Systems Department
Location:
Systems Department

10:00 a.m. Interview:
Director, Office of Academic Computing
Location:
Library Administration (AUL - TS Office)

10:30 a.m. Break

11:00 a.m. Interview:
Assistant University Librarian -
Administrative and Public Services
Location:
Administrative Office

11:30 a.m. Lunch:
Department Heads (other than Technical Services):
Special Collections
Undergraduate Library
Scripps Institution of Oceanography Library
Reference
Business Services
Circulation
Budget and Planning Officer
Center for Magnetic Recording Research
Location:
Administrative Conference Room

1:30 p.m. Walk to Biomedical Library

1:45 p.m. Interview:
Assistant University Librarian - Sciences
Location:
Biomedical Library

2:15 p.m. Return to Central University Library

2:30 p.m. Interview:
Assistant University Librarian - Collections
Location:
Library Administration Office

3:00 p.m. Interview and Wrap Up:
University Librarian
Location:
Library Administration Office

C. Selection of Directors and Review of Libraries/Archives

1. When a new director of the Libraries or Archives is to be chosen, a committee shall be formed to seek candidates and advise the President or his/her designee. Such committees shall include n members selected by the President or his/her designee from a slate of 2n faculty members and academic staff members elected by the unit in question. The President or his/her designee shall appoint n members and one student member shall be appointed by the University Student Council. The President or his/her designee shall appoint the chairperson from one of the committee members. The President or his/her designee shall establish the procedures for the search. A slate of at least five candidates for director shall be presented to the President or his/her designee. Fewer than five candidates may be presented to the President or his/her designee if mutually agreeable to the President or his/her designee and the committee. If the position is not filled by one of the candidates, the President or his/her designee shall take whatever action he/she deems appropriate. He/she shall seek the advice of the committee on the qualifications and suitability of any person he/she seeks to appoint as director of the Libraries or Archives.
2. For the director of the Libraries or Archives terms of appointment shall not exceed five years. One year prior to the end of this term a review committee will be formed. This committee shall include representation from the bargaining unit members in the affected unit. The President or his/her designee shall establish procedures for the review. This committee shall evaluate the progress of the unit and shall forward a report to the President or his/her designee.

D. Other Procedures

Nothing in this article shall preclude the appropriate appointing administrative officer and the affected faculty and academic staff group from developing alternative, mutually acceptable procedures for selection and review instead of those outlined above. Any such agreement must be ratified by two-thirds of the voting faculty and academic staff in question and is assumed to be case specific. Moreover, this section does not preclude the traditional rights of faculty and academic staff to meet as individuals with appropriate administration officers to voice their opinions.

University of Connecticut

CHECKLIST FOR APPOINTMENT OF NEW STAFF

APPOINTMENT

_____ Appointment letter prepared

_____ Criteria for appointment for University Librarians & University Library Assistants

_____ Employment authorization prepared and delivered

_____ Orientation Checklist sent to Manager; Request 2 copies of training plan from Department Head ONLY IF the Dept. Head has never developed a training plan before.

_____ Appointment with Personnel Services arranged

_____ Notification to: administrative staff; IB Editor; Mailroom; Union Representative (for Professionals); Personnel Committee; University Telephone Operator, U-83; All Department Heads

_____ Schedule Notifications: Classified Staff

_____ Personnel & Payroll on Shift Differential

_____ Personnel re Holiday Schedules

_____ Packet of New Material Prepared (reviewed by SL) - Send to Department Head about one week before the start date with cover letter.

The packet should include the following:

Employee Benefits Briefs	Telephone Info.	Bus Fixed Route Buses to UConn
Almanac	People and Phones	UConn Chron.-(Spec. Library Edition)
Dept. of Dramatic Arts pamphlet	State Scene	
Campus Map	IB (latest copy)	UCPEA Representatives
Sec. 2 of Student Handbook	University Chronicle (latest copy)	
"Starting from Storrs" pamphlet	UConn Chronicle Article on "New Library"	
Campus Walk Map	UConn at UConn	HOW TO(Care for books)
		Staff Handbook

_____ Training Plan received from Department Head (2 copies) (1 copy filed in Personnel File; 1 copy to SL)

_____ Tour of Building/Meeting Staff Arranged

_____ Review of Time or Leave Record with new employee

_____ Update "personnel calendar" re working test period/evaluation

_____ Complete Salary History card - indicate the starting salary for title Give to SC

_____ Update P.C. Card

_____ Update Search Chart, Termination & New Hires Charts

_____ Keys

_____ Notify MH of new staff member or change in status of present staff member

_____ UConn League for female staff & spouses notify K. Thorson

_____ Employee Emergency Information

PROFESSIONAL

CHECKLIST ON OPEN LIBRARY POSITIONS

POSITION: _____ DEPARTMENT: _____

SEARCH #: _____ P.C. #: _____

NOTE: AS EACH TASK IS COMPLETED, PLEASE CHECK OFF, DATE & INITIAL.

SEARCH ACTIVITY - Professional	ACTION
Notification of Vacancy	
____ Administrative Review/Approval	
____ Department Head prepare job description (initial approved copy)	
Establish Search File	
____ AAP-4 form completed (signed by University Librarian and Assoc. Director for Admin. Services)	
____ Cover letter (written and duplicated)	
____ Ad Copy written	
____ AAP, Ad copy, letter to Affirmative Action Office hand-delivered (They assign Search #)	
____ Follow up 2-3 days after delivery to determine if search approved (from AA, Search Card goes to AA.	
____ Prepare envelopes for mailing	
When Search Approved	
____ Make necessary copies of job description & covering letter	
____ Send job description & covering letter to all places on mailing lists (see AAP card)	
____ Have job opening placed in the Innocent Bystander	
____ Post job description in the staff lounge	
____ Send Ad copies to appropriate places	
____ Follow up with University Personnel on Ad copy	
Screening	
____ Log applications as received/cross out personal data that is irrelevant to search (date of birth, etc.)	
____ Send out post card acknowledgements	
____ On closing date, turn over search file to Associate Director for Admin. Services	
____ Review unsolicited resume file for additional candidates	

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SEARCH ACTIVITY	ACTION
Interviewing	
____ Meet with interviewers/review process & procedures	
____ Identify transportation/housing needs	
____ Notify Dept. Secretary/Business Officer when housing/transportation (reimbursement) involved	
____ Select applicants	
____ Schedule Interviews	
____ Notify receptionist of interview schedule	
____ Leave job description and employment reference form at receptionist desk for candidate	
____ Inform Lois Brandt in advance of candidate to be taken to lunch and/or dinner (need name of person & date)	
Selection	
____ Interview notes completed by all interviewers	
____ Interviewers meet/discuss candidates	
____ Library manager write summary statement on each candidate and recommendation	
____ Reviewed by Associate Director for Admin. Services	
____ Reviewed by Associate Director to establish salary & rank; submit to University Librarian	
____ Reference checks; type up reasoning and put in file	
Appointment	
____ Reviewed by Advisory Council (for Librarian openings) for rank only	
____ Associate Director call candidate & indicate Library's recommendation on his/her candidacy	
____ Prepare AAP with applicant information, etc.	
____ Signed by Associate Director & University Librarian	
____ Hand Deliver to Gulley Hall along with interview notes	
____ Check to see if cleared Affirmative Action Office (3-4 days)	
____ Check to see if cleared Manning's office	
____ Assistant Director call candidate with verbal offer	
____ Refer to Checklist for Appointment of New Staff	
____ Forward New Hire Information Sheet to Employee Benefits	
Close Search File	
____ All interview notes received/resumes returned to file	
____ All letters of rejection sent out	
____ All letters of rejection sent out to candidates who were interviewed	
____ Put job description in Personnel file and give one to Susan for her permanent job description file	**Important if ULA***
____ Remove incomplete int. questions and file (Interview Guidelines)	
____ Put individual's resume in personnel file	

POSITION: _____

DEPARTMENT: _____

SEARCH # _____ P.C. # _____

APPLICANT'S NAME	RESUME RECEIVED	ACTION/COMMENTS

52. The status of librarians on research and study leave is protected with respect to salary increases and promotion. Staff benefits shall continue on the same basis during the leave.

53. Applications for research and study leave shall be made in writing to the Chief Librarian or department head with a copy to the Chief Librarian at least six months in advance. Requests for leave shall include a statement of the research and studies the librarian proposes to undertake, and upon return a report of the research and scholarship accomplished shall be provided to the Chief Librarian or the department head with a copy to the Chief Librarian. Recommendation for leave by the Chief Librarian or department head requires the approval of the Vice-President and Provost.

54. Librarians granted research leave may receive a portion of their salary while on leave in the form of a research grant, under the same terms and conditions as members of the teaching staff. Librarians granted study leave for work leading to a degree may, on the recommendation of the Chief Librarian, receive a portion of their salary while on leave as a fellowship.

55. If additional funds are received from other sources, the amount of salary is adjusted so that the total remuneration does not exceed 100 per cent of salary plus a reasonable amount for travel and research.

APPOINTMENT AND TENURE OF OFFICE
OF SENIOR LIBRARY ADMINISTRATORS

56. The responsibility for recommending appointment of senior library administrators in the Library system (department heads, assistant and associate librarians within the Central Library, and librarians having comparable responsibilities outside the Central Library) rests with the Chief Librarian. For administrative appointments outside the Central Library, the Chief Librarian shall consult with the academic administrative head of the division in which the appointment is made.

57. All senior line administrative appointments in the Library system shall be for fixed terms, which shall be renewable without limit.

58. Staff officer appointments within the Central Library shall be made by the Chief Librarian on terms and conditions which he or she shall determine.

Consultative Committees

59. In recommending senior line administrative appointments, the Chief Librarian shall establish Consultative Committees which shall make recommendations to him or her regarding such appointments. These Committees shall consider for appointment all persons known to be available to fill the position through nominations and applications, using as criteria for selection the professional and administrative abilities of the potential appointee, his or her capacity for leadership in librarianship, his or her qualities of common sense and mature judgement, and his or her ability to maintain the confidence and co-operation of staff. Consultative Committees shall give particular consideration to the need for administrative continuity within the Library system.

60. The formation and membership of Consultative Committees established as set out above shall be made known throughout the Library system and nominations and applications for the positions invited. Should the availability of a position be externally advertised, a simultaneous internal advertisement shall be required.

61. Should a member of any Consultative Committee be seriously considered as a potential appointee to the position on which the Committee is advising the Chief Librarian, that member shall resign from the Committee without replacement.

Department Heads

62. Consultative Committees advising on the appointment of department heads (or their equivalents outside the Central Library) shall be chaired by the Personnel Librarian and shall have as members the Associate Librarian for the area (or, in the case of appointments outside the Central Library, the academic administrative head of the division concerned or his or her designate), the head of a related department, two librarians who shall, wherever possible, be from the department or area concerned, and two non-librarians selected from employees of the department or area, or from members of the teaching staff in cases where the appointment is outside the Central Library. The members of the Committee shall be appointed by the Chief Librarian in consultation with the Associate Librarian or academic administrative head concerned. Such Consultative Committees shall meet in camera, and each of their members shall agree to treat as confidential all information given to the Committee and all matters pertaining to its deliberations. This shall not, however, be taken to prevent members of the Committee from eliciting from colleagues information and opinion which may be of use to the Committee.

63. The term of appointment as a department head shall not exceed five years.

Senior Administrative Appointments

64. For more senior appointments than that of department head and other than that of the Chief Librarian of the University, the Consultative Committee shall be chaired by the Chief Librarian, and shall include one member of the teaching staff (from the division concerned if the appointment is outside the Central Library), one Associate Librarian or equivalent, one library department head or equivalent, four librarians, and three persons who are not librarians. The Committee shall be appointed by the Chief Librarian in consultation with the Vice-President and Provost, other academic administrative officers concerned, and senior colleagues, bearing in mind the need for broad

representation along the lines prescribed for Consultative Committees charged with advising on the appointment of department heads. The provisions relating to confidentiality outlined for committees on the appointment of department heads shall apply with equal force to Consultative Committees established under this paragraph.

65. The term of appointment of line library administrative officers above the position of department head shall not exceed seven years.

The Chief Librarian

66. The appointment of the Chief Librarian of the University shall be recommended by the President on the advice of a search committee chaired by the Vice-President and Provost or his or her designate, with an additional twelve members, of whom no fewer than seven shall be appointed from within the Library system, and of whom no fewer than four shall be librarians in this University. The committee shall be appointed by the Vice-President and Provost and shall be as representative of the University community as is feasible.

67. The term of appointment of the Chief Librarian shall be that recommended by the President and approved by the Governing Council, which should not be less than seven nor more than ten years.

68. The formation and membership of the search committee for a Chief Librarian of the University shall be made widely known throughout the University.

Acting Appointments

69. Nothing in the foregoing shall be taken to preclude the appointment by the Chief Librarian of acting administrative officers for periods of not more than one year, nor the appointment by the President of an Acting Chief Librarian for such a period as he or she may recommend and the Governing Council approve.

SUBJECT: Recruitment of Library Faculty

General Guidelines

When a vacancy occurs in the Library Faculty, a review should be made by the department head and appropriate senior administrator of the responsibilities and duties required of the position as stated in the "position description" as well as the minimum faculty rank required. The possibility of reassignment of other Library Faculty or a shifting of responsibilities and duties should also be considered.

If the position is that of department head or above, the Director will appoint a search committee consisting of a maximum of five members from the Library Faculty, excluding members of the Committee on Appointments and Promotions and the appropriate reporting senior. An attempt should be made to include a representative from each of the divisions: Public Services, Technical Services, Collection Development, and the Branch Libraries.

The Library Personnel Officer, with the review of the appropriate reporting senior, will draw up a "position opening notice" which must be approved by the Director. It will include a description of responsibilities and duties, qualifications, benefits, the University and Library environment, an affirmative action and Equal Employment Opportunity statement, minimum salary, and a closing date for accepting applications.

The recruitment for all permanent Library Faculty positions will be carried out on a national level. Normally the following sources will be used in soliciting applicants: Library Faculty at Notre Dame, colleague contacts, applications on file, accredited library school placement offices, national library conferences, and advertising in national library and minority sources.

The Associate Director is responsible for the oversight of Library Faculty recruitment with the particular obligation to ensure that adequate efforts are made to contact minority candidates and to interest them in the University of Notre Dame Libraries.

Along with the duties elaborated in this document, the Library Personnel Officer is responsible for posting internal notices and for maintaining records on the recruitment process for each Library Faculty appointment in order to comply with affirmative action guidelines.

Initial Review

The Library Personnel Officer should acknowledge letters from the applicants upon their receipt and at the same time weed out those who do not meet

the minimum qualifications as outlined in the "position opening notice." If questions arise concerning any applicant, the Library Personnel Officer should consult with the appropriate reporting senior.

Screening

The screening process will take place after the closing date for applications has passed. The reporting senior or search committee and the appropriate senior administrator will identify three groups of candidates: a pool of top candidates to be considered for interviews; those who will not be interviewed, but whose application will be kept on file for possible future considerations; and, those who will not be considered further. The Library Personnel Officer will notify all candidates concerning their status for the position and will request a Faculty Questionnaire (Form Q) be completed by all those who are still under consideration.

In addition, the Library Personnel Officer, in order to establish complete files on the selected pool of top candidates, will request that letters of recommendation be submitted for consideration.

Final Screening

From the selected pool of top candidates, the reporting senior or the search committee and appropriate senior administrator will recommend to the Director candidates for interviews.

The Library Personnel Officer is responsible for making arrangements for the interviews. The interview schedule must be the same for each candidate and must include interviews with the following: department head or search committee, Committee on Appointments and Promotions, the appropriate assistant or associate director, and the Director of Libraries. It should include a tour of library facilities; free time to meet with Library Faculty and Staff; a visit with the Library Personnel Officer to discuss benefits, services and housing; and, if necessary, a meeting with members of the Teaching Faculty and/or appropriate administrative officials.

Recommendations

Each individual and group personally involved in the interview process should formulate a report and make recommendations to the Director of Libraries via the Library Personnel Officer in writing within three days of the last interview. The Library Personnel Officer will complete the file on each candidate by gathering the various interview reports and the recommendations. These will be forwarded to the Director of Libraries, who will review the files and draw up an overall recommendation. The recommendation and the complete file on the candidate, including all documentation required by the Provost, will be sent to the Provost.

The candidates not appointed will be notified by the Library Personnel Officer after a signed contract has been received from the selected candidate.

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The Dean of the Law School may be assisted in the duties of office by the Associate and Assistant Deans, who are appointed by the President and who perform such duties and exercise such authority as may be delegated to them by the Dean.

Section 6/Dean of the Freshman Year of Studies

The Dean of the Freshman Year of Studies is appointed by the President; the appointment is subject to formal review every five years. When such an appointment is to be made, the Academic Council elects five members from its elected faculty representatives and one member from its student representatives to constitute a committee chaired by the Provost. The committee studies the qualifications of possible candidates and submits recommendations to the President. For the five-year review, a similar committee is constituted, except that the Provost does not chair it.

Within the framework of University policies and procedures, the Dean of the Freshman Year has full authority in the general regulation and administration of the Freshman Year of Studies. The Dean is, in particular, responsible for the interpretation and administration of the Academic Regulations of the Freshman Year. The Dean is responsible to the Provost for the administration, well-being and development of the Freshman Year of Studies.

The Dean of the Freshman Year of Studies is assisted in the duties of office by Associate and/or Assistant Deans, who are appointed by the President and who perform such duties and exercise such authority as may be delegated to them by the Dean.

Section 7/Chairmen and Chairwomen of Departments

The Chairperson of a Department is appointed by the President for a stated term, usually three years, and may be reappointed. When an appointment is to be made, the Dean of the College consults formally with all departmental faculty and, when appropriate, with the Vice President for Advanced Studies. The Dean of the College reports their recommendations to the Provost, along with a personal recommendation. Procedure for reappointment is the same as for appointment.

Within the framework of University policies and procedures, the Chairperson of a Department has responsibility, under the Dean of the College and, when appropriate, the Vice President for Advanced Studies, for the administration, well-being and development of the Department, its faculty, course of studies, and diverse activities.

The Chairperson of a Department may be assisted in the duties of office by Associate and/or Assistant Chairpersons, who are appointed by the President and who perform such duties and exercise such authority as may be delegated to them by the Chairperson.

Section 8/Directors of University Institutes

The Director of a University Institute is appointed by the President. A University Institute is a major organization of the University not contained within a College, and devoted to advanced study and teaching, and to research. Such an Institute is governed by special statutes approved by the President upon recommendation of the Academic Council.

Within the framework of University policies and procedures, the Director of an Institute has responsibility, under the Provost and in cooperation with other appropriate academic officers, for the administration, well-being and development of the Institute, its faculty, staff, programs, and diverse activities.

Section 9/Director of University Libraries

The Director of University Libraries is appointed by the President, with the concurrence of the committee provided for in this section. The appointment is subject to formal review every five years. When an appointment is to be made, the Library Faculty elects three of its members, and the Faculty Committee for University Libraries elects two members of the Teaching-and-Research Faculty, to constitute a committee chaired by the Provost. The committee receives and considers nominations. For the five-year review, a similar committee is constituted except that the Provost does not chair it and committee concurrence in action taken pursuant to the review is not required.

The Director of University Libraries is responsible for the development and security of the collection of books, manuscripts and research materials of the University Library system and for the general administration of all libraries, their services and functions. The Director is a member of the University Committee on Libraries and acts as executive officer of its policy decisions.

Section 10/Director of Continuing Education

The Director of Continuing Education is appointed by the President and reports to the Provost. Within the framework of policies and procedures set by the University Committee on Continuing Education, the Director presents, and assists the academic units in presenting, conferences and other continuing education activities.

The University recognizes the following ranks for administrative librarians:

ADMINISTRATIVE SPECIALIST (Management, Professional and Specialist 7-10)

The positions of beginning administrative librarians are classified at Management, Professional and Specialist 7 to 10. Promotion or appointment to this level is subject to the appropriate Division Head's assessment of the applicant's ability to do the job. Years of experience and academic qualifications are taken into consideration.

DEPARTMENT HEAD (Management, Professional and Specialist 9-11)

The position of Library Department Head, in most cases, is classified at Management, Professional and Specialist 9 through 11, based on the range of responsibilities that an incumbent may be assigned as increasing experience and competence permit. Department Heads plan, budget, control, and provide leadership and direction. Growth in an individual administrator's responsibilities may provide the basis for reclassification within the range of grades established for the position. Promotion or appointment to the position of Department Head is subject to the appropriate Division Head's assessment of the applicant's ability to do the job.

ASSISTANT LIBRARIAN (Management, Professional and Specialist 10-12)

The position of Assistant Librarian is classified at Management, Professional and Specialist 10 to 12. Promotion or appointment to the position depends on the candidate's administrative experience and the appropriate Division Head's and the University Librarian's assessments of the applicant's ability to do the job.

ASSOCIATE LIBRARIAN (Management, Professional and Specialist 12-14)

Classifications for the position of Associate Librarian range from Management, Professional and Specialist 12 to 14. Promotion or appointment to the position of Associate Librarian is subject to the University Librarian's assessment of the applicant's ability to do the job.

UNIVERSITY LIBRARIAN (Management, Professional and Specialist 15 and 16).

The position of University Librarian is classified at Management, Professional and Specialist 15 or 16. Promotion or appointment to this level is subject to the Vice President, University Services' assessment of the applicant's ability to do the job carried out in consultation with the President, the Academic Vice-President and other senior officers of the University.

CUL Procedure #39
"SEARCH PROCEDURES FOR
ACADEMIC APPOINTMENTS"
June 11, 1985

Cornell University

SEARCH PROCEDURES FOR ACADEMIC APPOINTMENTS

I. Purpose

These procedures are written to provide equitable requirements for recruiting academic staff to vacant academic positions in CUL. They seek to equate recruiting procedures for external and internal candidates and to ensure equal employment opportunity including affirmative action.

II. Procedures

A. Methods of Appointment

1. Departmental searches. Positions to be filled at the Assistant Librarian or Senior Assistant Librarian rank do not require a formal search committee. A selection committee may be appointed by the department head or departmental or college librarian (hereafter referred to as the "hiring supervisor"). Participation in departmental selection committees is at the discretion of the hiring supervisor. The Libraries' Personnel Director, as Affirmative Action Officer, will coordinate all searches to ensure that affirmative action requirements and responsibilities are met.

2. Committee searches. Positions to be filled at the Associate Librarian or Librarian rank and positions of college or departmental librarian or department head require the advice of a search committee. Nomination to and composition of search committees are governed by CUL Procedure #13, "Appointment and Promotion of Librarians." (Sections III & IV, pp. 3-4) The University Librarian appoints a chairperson for the search committee. The Personnel Director serves without vote as an ex-officio member of all search committees.

   Search committees are appointed to assist the hiring supervisor and to represent the interests of the library system in cases where librarians may be appointed at a level beyond the point where peer review would normally have taken place. Depending on the circumstances of the search, the committee may act quite independently, as in the case of a search for a college or departmental librarian, or may work closely with a supervisor. The role of a search committee in the search process is as stated in the following procedures.

B. Requisition

The hiring supervisor will submit to the Personnel Director an Employee Requisition form with the required approvals, which should be accompanied by a position description, qualifications, and available date, salary and closing date for receipt of applications.

C. Posting and Advertising

The Personnel Director will post the vacancy in the CUL Gazette and in the "Job Opportunities" section of the Cornell Chronicle. In consultation with the hiring supervisor/search committee, the Personnel Director will also place advertisements for the vacancy in appropriate media. These media may include: 1) The Chronicle of Higher Education, 2) College & Research Libraries News, 3) Library Hotline, 4) Specialized professional journals. Notices of the vacancy may also be distributed to ALA accredited library schools, ARL member libraries, and minority organizations mentioned in the Affirmative Action Recruiting Resource Manual, as appropriate.

D. Search File

The Personnel Director will establish a search file to include: 1) Position description, 2) Advertisement copy and placement, 3) Applicant log, 4) Search plan proposal, 5) Affirmative action statement.

E. Applications

The Personnel Director will acknowledge applications and establish applicant credentials files for the use of the hiring supervisor/ search committee.

F. Interview Agenda

Prior to candidate selection and interviewing, the hiring supervisor/search committee and the Personnel Officer will meet to plan an interview agenda. At this time the job description will be discussed, evaluation criteria will be identified, and questions to be asked of candidates will be formulated. Criteria and questions must relate to job performance and be applied uniformly to all candidates.

G. Selection of Candidates

The hiring supervisor/search committee will read the applicant credentials files. Selection of candidates for interview is made by the hiring supervisor, with the recommendation of the search committee when there is one. Usually no more or less than three candidates are selected for interview.

H. References

The Personnel Director will secure letters of reference and placement folders as appropriate for each candidate. The hiring supervisor/search committee may assist in checking references. Telephone references, if used, must be documented, with a copy filed in the search file.

I. Pre-interview Arrangements

The Personnel Director will arrange for interviews, with the advice of the hiring supervisor/search committee. The Personnel Director will arrange for lodging when necessary and inform the applicant of the arrangements. Included with the confirmation of interview appointment will be the following information: 1) Position announcement, 2) Interview schedule, 3) Procedure #13, "Appointment and Promotion of Librarians," 4) Procedure #28, "Evaluation Procedures for Academic Staff," 5) Academic Benefits Summary, 6) Latest Annual Report of the Cornell University Libraries, 7) Campus brochure/map, 8) Additional documentation if supplied by the hiring supervisor, and 9) Information concerning reimbursement of expenses.

J. Interviews

All candidates, whether external or internal to the Library or University, are accorded the same interview process. Interviews as planned by the hiring supervisor/search committee are similar in length, scope, format, and conducted by the same people. Candidates may be evaluated only on criteria advertised for the position.

K. Selection

After interviews are completed, the search committee, if one has been involved, will meet with the hiring supervisor to discuss the hiring level and the candidates. The search committee will prepare a report to the hiring supervisor, with a copy to the University Librarian and the Personnel Director. The report should include a summary of the search process, recommendations for appointment level, and the committee's assessment of the candidates. The hiring supervisor will submit his or her choice for the position via the administrative hierarchy to the University Librarian who will make the final selection.

L. Offer of Employment

The University Librarian will authorize the Personnel Director to make an offer of employment to the successful candidate, including salary, rank and term of appointment. If the offer is accepted, the University Librarian will send a written confirmation of appointment. The University Librarian has responsibility for all academic appointments and terms of appointment.

M. Rejection of Offer

Should the offer be rejected, the hiring supervisor/search committee will select another candidate or report the vacancy, should this be most appropriate.

N. Unsuccessful candidates

The Personnel Director will notify unsuccessful candidates when the position has been filled.

O. Documentation

The Personnel Director will submit the required documents for affirmative action, appointment, and payroll purposes. For statutory units, the Personnel Director will work with the State Business Office as required.

Search files, including letters of reference or summaries of telephone reference checks, will be maintained in a confidential file by the Personnel Director for three years.

RATING AND SCREENING PROCEDURES

Associate Director for Administrative Services

Telephone Interview Questions:

(1) Explain briefly scope of position and administrative organization and reporting relationships within library. Any questions on that?

(2) What is the scope of your present, or most recent, experience in respect to each of the following categories:

(a) Personnel

(b) Budget and Finance

(c) Planning

(d) Building facilities

(3) What do you see as the role of a person with these diverse support responsibilities within the University Library's administrative structure?

(4) This position involves direct supervision of some functions and personnel, working with other administrators, and providing a range of advice and support to managers and staff. How do you approach working with people in these various roles?

(5) What would attract you to a position of this kind? (Tailor in respect to the individual's present position).

(6) Are there questions you have or further information that I might furnish you with?

(7) Individual question for each applicant:

(8) Next steps: selection; reference; on-site interview; possible dates.

Southern Illinois University at Carbondale

Date of Evaluation_____ Evaluator_____

Director of Library Services

PRELIMINARY SCREENING

Applicant_____

Available to committee from applicant as a basis for this screening:

Comments

___ Cover letter
___ Resume
___ Vita File letter
___ Transcripts
___ Recommendations
___ Library School File

Has the applicant met these minimum qualifications?

Comments

1. Master's degree in library science from ALA accredited school — Yes No

2. 7 year professional library experience — Yes No
   -in academic and research libraries; — Yes No
   -characterized by increased responsibilities; — Yes No
   -including 3 years successful administrative activity. — Yes No

3. Demonstrated ability to work well with staff and public. — Yes No

4. Written communication is logical and clear. — Yes No
   Oral communication is logical and clear. — Yes No

Does applicant meet the minimum qualifications? — Yes No

Should further consideration be given to this person? If yes comment. — Yes No

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FINAL SCREENING

SUMMARY

	Subtotal Rating		Final Rating
I. Education	_____	X 1.0	_____
II. Professional Library Experience	_____	X 2.0	_____
III. Scholastic Activities	_____	X 1.0	_____
IV. Technology	_____	X 1.0	_____
V. Administrative/Managerial Skills	_____	X 2.0	_____

FINAL RATING TOTAL _____
(35 points possible)

NAME OF APPLICANT _____

NAME OF EVALUATOR _____

Date of evaluation _____ Evaluator _____

DIRECTOR OF LIBRARY SERVICES
PROPOSED FINAL SCREENING

Applicant _____

Reviewed:

_____ Cover letter
_____ Resume
_____ Transcripts
_____ Letters of Recommendation
_____ Library school/placement file

Rating:

1 Unacceptable
2 Major reservations
3 Satisfactory
4 Above average
5 Excellent

*minimum qualifications
**preferred qualifications

	Rating	Comments
I. EDUCATION		
*a) MLS from ALA accredited school		
**b) additional graduate degree(s)		
_____		
_____		
c) other education (institutes, workshops, etc.)		
_____		
_____		
Subtotal	_____	
II. PROFESSIONAL LIBRARY EXPERIENCE		
*a) 7 yrs. exp. in an academic/ research library		
*b) characterized by increased responsibilities		
*c) including 3 yrs. successful administrative activity		
**d) successful adm. exper. in 2 or more academic libraries		
e) more than 7 yrs. exper. in academic/research libraries		
f) additional exper. in public, gov., school or special libraries		
g) other related experience		
_____		
_____		
Subtotal	_____	

(over)

III. SCHOLASTIC ACTIVITIES

**a) a record of scholarly/creative activities
1. papers presented
2. books reviewed, editing
3. bibliographic instruction
4. publications
5. consultant activities

**b) research orientation
1. published research
2. grants received
3. research support of staff (i.e. release time)
4. other evidence

_____
_____

**c) active participation in library & professional activities
1. state
2. regional/networks
3. national

Subtotal_____

IV. TECHNOLOGY

**a) familiarity with modern technology appropriate to academic/research libraries, such as
1. contact with automated library systems
2. knowledge of new development and/or trends in the field

Subtotal_____

V. ADMINISTRATIVE/MANAGERIAL SKILLS

a) Gives evidence of administrative ability to:
1. initiate structure and sustain action toward defined goals
2. develop fiscal policies/procedures and manage budgets
3. effectively delegate authority and responsibility
4. motivate professional growth of faculty and staff
5. involve faculty and staff in the decision process
6. establish rapport with other university units and programs
*7. communicate ideas effectively using both oral and written skills

Subtotal_____

INTERVIEW QUESTIONS FOR DEPUTY DIRECTOR, THE RESEARCH LIBRARIES

TYPES

1. OPEN-ENDED questions - How, What, Why
2. BROAD-BRUSH questions - questions that begin with "Tell me about..." and cover a major topic
3. SELF-APPRAISAL questions
4. SITUATION BASED questions - including:
   - Problem Situation
   - Continuum
   - Comparison
   - Future Assessment

QUESTIONS

Tell us about your present position.

Can you tell us what professional experience you have had that you feel particularly meets our requirements for the Deputy Director's position?

What is your strongest area from those discussed in the job description and why?
What is your exposure to the other areas mentioned?

What is your involvement in professional activities?
How and Why?

What would you say it was about you that makes you successful at what you now do?

State a successfully completed project. How would you say you were able to accomplish this?

If we were to call up a former manager and ask what kind of administrator you were, what do you suppose he/she would say?

What is your ultimate career goal?

Tell us about a recent accomplishment you are proud of.

What if you were in a situation where you had to...? How would you handle it?

What in your performance as a manager could be improved or strengthened?

Is there any small thing that could detract from 100% performance on your part?

What about your ability to (manage,coordinate, plan, communicate)?
What leads you to that conclusion?

Are you satisfied with your ability to (manage,coordinate, plan, communicate)?
What leads you to that conclusion?

Were you ever in a situation when you had too many things to do in the time available? How did you handle it?

Where would you place yourself on a continuum from pragmatic to conceptual thinker?

Predict what would be said to you in your first performance review a year from now.

DEPUTY DIRECTOR, THE RESEARCH LIBRARIES
June 1987

Applicant: _____ Date: _____

Library School: _____
Graduation: MLS: _____ Languages: _____
BA: _____ _____
MA: _____ _____
PHD or Post Graduate Coursework: _____

Rate candidate on a scale of 1, 2, or 3 (1 = above average, 2 = average, 3 = below average) for the essential factors listed below.

Education: Academic coursework relevant to the position.

_____ 1 2 3

Work experience: Relevant projects and accomplishments.
Administrative or managerial experience.

Position: _____

_____

Position: _____

_____

_____ 1 2 3

Professional Activities:

_____ 1 2 3

Knowledge and Experience

(1) Budget

_____

_____

(2) Personnel Relations

_____

_____

(3) Planning and Development

_____

_____

(4) Knowledge of current management issues in Research Libraries

_____

_____

_____ 1 2 3

Interpersonal skills: interaction with interviewer, composure; self-expression, verbal skills, leadership.

_____

_____

_____ 1 2 3

Intellectual skills: logical thought process; problem solving and analytic approach.

_____

_____

_____ 1 2 3

Motivation: enthusiastic manner, seeks challenge; initiates action.

_____

_____

_____ 1 2 3

_____

SUMMARY OF STRENGTHS - SUMMARY OF SHORT COMINGS

_____

Comments:

_____

_____

_____

Screening Committee Member: _____

DEAN OF LIBRARIES - UA
CANDIDATE EVALUATION

University of Alabama

DATE: _____

A. NAME: _____ EVALUATION SCORE:

0 = Weak
1 = Average
2 = Strong

B. EDUCATION AND SCHOLARLY ACHIEVEMENT

1. Education

A.	2nd Masters	0	1	2
B.	Doctorate	0	1	2
C.	Other	0	1	2

2. Scholarly Achievement

A.	Publications	0	1	2
B.	Papers Presented	0	1	2
C.	Editorships	0	1	2

Total_____

C. PROFESSIONAL ACTIVITY - LIBRARIANSHIP

1.	Local level	0	1	2
2.	Regional level	0	1	2
3.	National level	0	1	2
4.	Other (seminars, etc.)	0	1	2
5.	Administrative			
a.	Budget	0	2	4
b.	Personnel	0	2	4
c.	Automation	0	2	4
d.	Technical Services	0	2	4
e.	Public Services	0	2	4
f.	Planning	0	2	4
g.	Program Development	0	2	4
h.	Years as Director	0	2	4

Total_____

D. PROFESSIONAL ACTIVITY - NON-LIBRARIANSHIP

1. Collegial Experience

a.	Years of experience in academic environment	0	2	4
b.	Teaching experience (may not be relevant)	0	1	2
c.	University-wide committee experience	0	1	2
d.	Research background	0	1	2

2. Community and Public Service

a.	Community involvement	0	1	2
b.	Service organizations/involvement	0	1	2

Total_____

GRAND TOTAL _____

Candidate's Name_____ Number_____ Reviewer's Initials___

Part I: Evaluate each candidate's qualifications according to the following characteristics:

	Scale	x Weight	Sub-Category Points	
A. Academic Credentials (15 points maximum)				
1. Master's degree from ALA library school	0 - 1	5	_____	
2. Doctorate in academic discipline and quality of degree-granting institution.	1 - 5	2	_____	
SUBTOTAL				_____
B. Administrative Experience (40 points maximum)				
1. Experience in research vs. non-academic library	1 - 5	4	_____	
2. Evidence of knowledge of current and emerging technical developments in library operation	1 - 5	4	_____	
SUBTOTAL				_____
C. Scholarly and Professional Attainments (30 points maximum)				
1. Offices held in professional organizations at regional and national level	1 - 5	3	_____	
2. Papers and publications	1 - 5	3	_____	
SUBTOTAL				_____
D. Subjective Evaluation (15 points)				
1. Types of positions held and speed of advancement	1 - 5	2	_____	
2. Other background information relative to personal growth and development (e.g. ability to work with people)	0 - 1	5	_____	
SUBTOTAL				

RATING GUIDE - 0 = weak
1 = average
2 = strong

DATE: _____

NAME OF CANDIDATE: _____

PLEASE CIRCLE A RATING FOR EACH CHARACTERISTIC:

I.	Scholarship	
	A. Education	0 1 2
	B. Research and Publication	0 1 2
	C. Other	0 1 2
II.	Professional Activity (Associations, Committees, etc.)	
	A. Local	0 1 2
	B. Regional	0 1 2
	C. National	0 1 2
III.	Administrative experience	
	A. Personnel	0 1 2
	B. Budget	0 1 2
	C. Automation	0 1 2
	D. Planning and program development	0 1 2
	E. Communication	0 1 2
	F. Years of experience as director	0 1 2
		_____ TOTAL

COMMENTS:

88 _____
Signature (optional)

RESPONDENT'S NAME (Optional):_____

CANDIDATE'S NAME:_____ _____

Did you attend presentation? _____Yes _____No

I feel that candidate is: Outstanding_____

Strong_____

Neutral_____

Unsatisfactory_____

Explain why you feel this way -- Please be as specific as possible.

PLEASE RETURN TO SONDRA TUCKER, ROOM 101, AS SOON AS POSSIBLE!

SUMMARY
RANKING OF CANDIDATES
DEAN OF LIBRARIES - UA

				Further Consideration:	
DATE	NAME	POINTS	YES	NO	MAYBE
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					
21.					
22.					
23.					
24.					

SUMMARY
RANKING OF CANDIDATES
DEAN OF LIBRARIES - UA

				Further Consideration:	
DATE	NAME	POINTS	YES	NO	MAYBE
26.					
27.					
28.					
29.					
30.					
31.					
32.					
33.					
34.					
35.					
36.					
37.					
38.					
39.					
40.					
41.					
42.					
43.					
44.					
45.					
46.					
47.					
48.		91			
49.					
50.					

COLORADO STATE UNIVERSITY LIBRARIES
INTERVIEWER EVALUATION RECORD
WORKSHEET

Candidate: _____ Date: _____

Position: _____

Consider each of the factors listed below. Record the summary of your evaluation on the verso of this sheet.

1. Education and Training - To what degree is the individual equipped to perform the job as a consequence of education and training?

Degree level	Additional training or continuing education
Major subject	

2. Work History - To what degree can the individual be expected to be successful in this job as a consequence of his/her work experiences, work habits, and accomplishments?

Relevant experience	Skills specific to this job
Job likes	General job satisfaction
Job dislikes	Job accomplishments and achievements
Reasons for changing jobs	Management and/or supervisory experience (if applicable)

3. Interpersonal Skills - To what degree can the individual be expected to perform successfully on the job as a consequence of interpersonal skills?

Collegiality	Leadership ability
Teamwork ability	Ability to interact with groups of people

4. Personality - How well equippped is the individual to perform his/her job effectively with respect to personality manifestations?

Maturity	Adaptability
Emotional stability	Self-confidence
Tact	Flexibility

5. Motivation - To what extent does the individual appear to be a self-starter?

Energy level for work	Conscientiousness
Ability to organize	Responsible
Career-minded	Dependable
Initiative	

6. Intelligence - Is the individual's intellectual ability compatible with job requirements?

Discrimination, judgement	Depth of relevant knowledge
Problem solving ability	Breadth of relevant knowledge
Analytical skills	Ability to use knowledge effectively
Understanding, comprehension	

7. Presentation, Communications

Verbal communications	Written communications

8. Professional Achievements - To what degree is the individual involved in and contributing to the profession?

Membership in professional organizations	Professional recognition, honors, achievements
Publications, papers presented	Grants or other awards
	Professional commitment

DO:15-85 (rev.)

(see over)

INTERVIEWER EVALUATION RECORD

Interviewer _____ Position _____

Using notations on the front of this sheet, circle one number on each point-scale which, in your opinion best represents the contribution in each area to the potential effectiveness (employability) of the individual for the position.

		Poor----------Outstanding
1.	Education and Training	1 2 3 4 5
2.	Work History, Experience	1 2 3 4 5
3.	Interpersonal Skills	1 2 3 4 5
4.	Personality	1 2 3 4 5
5.	Motivation	1 2 3 4 5
6.	Intelligence	1 2 3 4 5
7.	Presentation, Communication	1 2 3 4 5
8.	Professional Achievement	1 2 3 4 5
		Total_____

Comments:

RETURN (AS SOON AS POSSIBLE) TO JOAN CHAMBERS, DIRECTOR OF LIBRARIES.

DO:15-85 (rev.)

University of Georgia Libraries
Athens, Georgia 30602

ASSISTANT DIRECTOR FOR COLLECTION DEVELOPMENT - SCREENING CRITERIA

The definitions of each qualification listed below are designed to aid the Search Committee in objectively determining whether a candidate meets the qualification. In the initial round of screening, only the letter of application and resume will be used as documentation. For candidates who are passed to subsequent screening stages, letters of reference will be requested and these letters will be used as additional documentation for assessment of appropriate qualifications to determine which candidates are invited to UGA for interviews. Information derived from these interviews will serve as an additional means of documentation for determining which of the interviewees is recommended to the Director of Libraries for appointment.

1. Master's degree in library science from ALA-accredited school, with an additional advanced degree strongly preferred.

   Candidates must possess a master's degree in library science from an institution accredited by the American Library Association at the time the degree was granted. Preference will be given to candidates with an additional advanced degree.

2. Minimum of five years experience with collection development activities, preferably including budget preparation and control, in a large academic or research library; Additional library experience in public services preferred.

   A minimum of five years experience at the professional level in a large academic or research library in collection development activites is required. Collection development includes such activities as the selection and evaluation of library materials. Preference will be given to candidates with administrative experience in materials budget preparation, allocation, and control. Additional experience in public service activities such as reference, bibliographic instruction and online searches is preferred. Assessment will be based upon the resume, letter of application, and letters of reference. A large academic or research library is defined as a member of the Association of Research Libraries, or a college, university or special library with an annual acquisitions expenditure of at least $500,000.

3. Knowledge of national trends in collection management and the acquisition of library materials.

   Candidates will show a knowledge of such collection management activities as techniques of budget allocation, cooperative acquisitions, collection evaluation, and writing of collection development policies. In addition, they must have a knowledge of such acquisition activities as approval plans and blanket orders, acquisitions of foreign materials, and retrospective acquisitions.

4. Demonstrated administrative and supervisory ability with strong leadership qualities.

   Candidates will show that they have successfully administered a unit or units containing both librarians and support staff. Leadership qualities such as self-confidence, judgment, and the ability to motivate others will also be shown.

5. Ability to deal with co-workers in a sensitive manner and to develop cooperative interaction with other library units.

   Candidates will have interpersonal skills which enable him/her to interact with other people both within and outside the division in a way which is fair and consistent, and which demonstrates sound judgment and an understanding of interpersonal relationships within the working environment. Documentation can be provided through evidence of successful interaction with colleagues; participation in formal or informal groups and other activities requiring personal interactions; and participating in workshops, seminars, classes, etc. designed to enhance development of these skills.

6. Experience with or knowledge of automated library systems.

   Candidates will show evidence of actual experience with in-house automated systems, or with automated library networks such as OCLC, WLN, and RLIN, or demonstrated knowledge concerning such systems.

7. Understanding of the role of the library in academic research.

   Candidates must demonstrate an understanding of the part the library plays in scholarly pursuits, including research at various levels, work on grants, etc.

8. Ability to work positively with university faculty and administrators.

   Candidates will show evidence of their ability to work with these groups in selection activities, committees, etc.

9. Knowledge of the principles of bibliographic control.

   Candidates will show evidence of their knowledge of national bibliographies and other bibliographic sources and demonstrate familiarity with the principles of bibliographic entry, etc.

10. Flexibility in planning and implementing library programs.

    Candidates will demonstrate a wide range of knowledge about library activities and developments, a willingness to experiment with alternative solutions to problems, and the ability to listen and respond to the advice and opinions of others.

11. Effective oral and written communication skills.

    Candidates' oral and written communication skills will be assessed based on their ability to organize ideas and present them in a manner which is clear, concise and logical.

ASSISTANT DIRECTOR FOR COLLECTION DEVELOPMENT

NAME OF APPLICANT	ALA - ACCREDITED MLS	5 YEARS EXPERIENCE WITH COLLECTION DEVELOPMENT ACTIVITIES IN A LARGE ACADEMIC/ RESEARCH LIBRARY.	KNOWLEDGE OF NATIONAL TRENDS IN COLLECTION MANAGEMENT AND ACQUISITIONS.	DEMONSTRATED ADMINISTRATIVE AND SUPERVISORY ABILITY.	ABILITY TO DEAL SENSITIVELY WITH CO-WORKERS AND TO DEVELOP COOPERATIVE INTERACTION WITH OTHER LIBRARY UNITS.	EXPERIENCE WITH/ KNOWLEDGE OF AUTOMATED LIBRARY SYSTEMS.

ASSISTANT DIRECTOR FOR COLLECTION DEVELOPMENT (continued)

NAME OF APPLICANT	UNDERSTANDING OF THE ROLE OF THE LIBRARY IN ACADEMIC RESEARCH.	ABILITY TO WORK POSITIVELY WITH UNIVERSITY FACULTY AND ADMINISTRATORS.	KNOWLEDGE OF THE PRINCIPLES OF BIBLIOGRAPHIC CONTROL.	FLEXIBILITY IN PLANNING AND IMPLEMENTING LIBRARY PROGRAMS.	EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS.	CONSIDER FURTHER? (yes or no and why)

SCREENING CRITERIA - ASSISTANT DIRECTOR FOR PUBLIC SERVICES

The definitions of each qualification listed below are designed to aid the Search Committee in objectively determining whether a candidate meets the qualification. In the initial round of screening, only the letter of application and resume will be used as documentation. For candidates who are passed to subsequent screening stages, letters of reference will be requested and these letters will be used as additional documentation for assessment of appropriate qualifications to determine which candidates are invited to UGA for interviews. Information derived from these interviews will serve as an additional means of documentation for determining which of the interviewees is recommended to the Director of Libraries for appointment.

1. "Master's degree in library science from an ALA-accredited school"

   Candidates must possess a master's degree in library science from an institution which was accredited by the American Library Association at the time the degree was granted.

2. "Minimum of 5 years professional experience in public services in academic or research libraries"

   Candidate must possess a minimum of 5 years of post-MLS professional experience in public services in an academic or research library. Public services is defined as including positions which require a major part of their time devoted to interaction with library patrons. Experience in at least one of the following public service areas is preferred: circulation, government documents, interlibrary loan, reference. Documentation will be provided through resumes or other summaries of past experience.

3. "Record of increasingly responsible administrative and supervisory experience"

   Candidate will show through letter of application and resume a record of increasingly responsible administrative and supervisory experience. Increasingly responsible experience can be defined as increases in staff composition, staff size and an increasing complexity of the unit and/or staff supervised.

4. "Creativity, flexibility, and leadership in administering library programs"

Candidates will demonstrate through their education, experience, letters of reference, or an interview original and imaginative approaches toward library problem-solving, the capability of responding to changing situations, and the qualities of self-confidence, good judgment, and the ability to motivate others.

5. "Familiarity with technology as it relates to public services, including experience with automated library systems"

Candidates must demonstrate through resume, letters of reference or an interview their knowledge of such technological advances relating to public services as CAI, end-user searching, online catalogs, online database searching, online circulation and acquisitions systems. Candidates will also show evidence of experience with in-house automated systems, or with automated library networks such as OCLC, WLN, and RLIN.

6. "Excellent communication and interpersonal skills"

Candidates will demonstrate excellent written and oral communication skills in dealing with groups as well as individuals. Assessment of written skills will be based on materials such as the letter of application and resume, while oral skills will be assessed during the interview or through letters of reference.

Interpersonal skills mean the ability to deal with others in a manner that is sensitive, fair, and consistent and to develop cooperative interaction with other library units. Documentation can be provided through evidence of successful interaction with colleagues; participation in formal and informal groups and other activities requiring personal interactions such as chairing committees; and participation in workshops, seminars, classes, etc. designed to enhance development of these skills.

7. "Understanding of the library's service role in support of teaching and research"

Candidates must demonstrate an understanding of the part the library plays in scholarly pursuits, including research and teaching at various levels.

8. "Knowledge of current trends in higher education and library service"

Evidence of knowledge of current trends in library service and higher education may be demonstrated by participation in state, regional, or national professional organizations; by attendance at workshops, seminars, and conferences, relating to current topics in librarianship and higher education; through the comments of references about the applicant's activities in this area; or by an interview.

APPLICANT	Quality/Quantity of Public Services Experience	Record of admin. and supervisory experience	Creativity, flexibility, leadership	Familiar with technology	Communication, Interpersonal Skills	Understand Service Role	Knowledge of Higher Ed. and Lib. Service	Overall Rating Decision 1) Do not intervie 2) Hold in Reserve 3) Interview
98								
0.								10.

ASSISTANT DIRECTOR FOR PUBLIC SERVICES

INTERVIEW SCHEDULE

Day 1

8:00 - 9:00	Tour and Orientation to Public Services, Main Library
9:00 - 9:45	Public Services Department Heads Interview Group (Main Library Circulation; Government Documents; Main Library Reference; Interlibrary Loan)
9:45 - 10:00	Break
10:00 - 10:45	MARVEL Demonstration (Systems Librarian)
10:45 - 11:30	Reference Department, Main Library Interview
11:30 - 12:15	Government Documents Department Interview
12:15 - 1:45	Lunch
1:45 - 2:15	Tour Science Library (Science Reference)
2:15 - 2:30	Return to Main Library
2:30 - 3:30	Circulation and Interlibrary Loan Departments Interview
3:30 - 3:45	Break
3:45 - 4:45	Tour Main Library (Head, Acquisitions Department; Humanities Bibliographer)
7:00	Dinner with Director of Libraries, David Bishop

Day 2

8:30 - 9:15	Assistant Directors Interview Group (Technical Services; , Collection Development; Branches)
9:15 - 9:45	Personnel and Benefits (Personnel)
9:45 - 10:30	Non-Public Services Interview Group
10:30 - 10:45	Break
10:45 - 12:00	Search Committee Interview (Systems; Science Public Services; , Collection Development; Main Library Circulation; Main Library Reference; Main Library Reference; Interlibrary Loan)

--Copies of the interviewees' resumes are available in the Administrative Office, Reference Department, Circulation Department, Government Documents Department, and Interlibrary Loan Department.

DEAN OF LIBRARY SERVICES

University of New Mexico

Please evaluate the candidate in the following areas stating both strengths and weaknesses:

1. Knowledge and experience at upper levels of academic library administration

2. Leadership qualities compatible with participatory management style and commitment to maintaining a collegial atmosphere

3. Knowledge and ability to develop effective program budgets and to evaluate the delivery of library services

4. Interpersonal and communication skills

5. Commitment to supporting excellence in scholarship and research with the Library a[illegible] the University

6. Record of scholarly productivity and distinction in research

7. Involvement in professional library associations and awareness of issues in the profession

8. Fund-raising experience

9. Knowledge of current computerized information technologies in a research library environment

10. Awareness of state-wide service responsibilities in a multi-cultural environment

11. Experience working with state legislatures and their representatives

12. Additional comments

_____I recommend this candidate be hired.

_____This candidate is an acceptable second choice.

_____This candidate is an acceptable third choice.

_____I recommend this candidate not be hired.

Name_____Department_____Date_____

Please submit all evaluations to Richard Holder, Associate Vice President for Academic Affairs, not later than March 31 - 5:00 PM.

Dean of Library Services
Search Committee
November 1986

Rating Sheet for Applicants

	Weak 1	2	Average 3	4	Strong 5	No Info
ALA-accredited master's degree						
1. Demonstrated expertise & at least 3-5 years at upper levels of academic library administration.						
2. Leadership qualities compatible with participatory management style & commitment to maintaining a collegial atomsphere.						
3. Administrative experience including the ability to develop effective program budgets & to evaluate the delivery & library services.						
4. Excellent interpersonal & communication skills.						
5. Demonstrated commitment to excellence in scholarship & research.						
6. Sustained record of scholarly productivity & evidence of distinction in research.						
7. Involvement in professional library associations and awareness of issues in the profession.						
8. Previous fund-raising experience.						
9. Knowledge of contemporary computerized information technologies in a research library environment.						
10. Awareness of state-wide service responsibilities in a multi-cultural environment.						
11. Previous experience working with state legislatures & their representatives						

CRITERIA FOR SELECTION

ITEM 9

CRITERIA	RATING										RANK ORDER
	Low Importance									High Importance	
1. Scholarly productivity	1	2	3	4	5	6	7	8	9	10	_____
2. Excellence in scholarship	1	2	3	4	5	6	7	8	9	10	_____
3. Information technologies	1	2	3	4	5	6	7	8	9	10	_____
4. Professional involvement	1	2	3	4	5	6	7	8	9	10	_____
5. Administrative experience	1	2	3	4	5	6	7	8	9	10	_____
6. Budgets/services	1	2	3	4	5	6	7	8	9	10	_____
7. Fund-raising	1	2	3	4	5	6	7	8	9	10	_____
8. Legislative work	1	2	3	4	5	6	7	8	9	10	_____
9. Participation/management	1	2	3	4	5	6	7	8	9	10	_____
10. Communication skills	1	2	3	4	5	6	7	8	9	10	_____
11. Multi culture	1	2	3	4	5	6	7	8	9	10	_____

SELECTED READING LIST

Selected Reading List

Anderson, Dorothy J. "Comparative career profiles of academic librarians: are leaders different?" *Journal of Academic Librarianship* 10:326-332, January 1985.

Association of College and Research Libraries. "Guidelines and procedures for the screening and appointment of academic librarians." *College & Research Libraries News* 38:231-233, September 1977.

Christ, Margo. "On selecting a director: process and promise." *Library Journal* 112: 27-30, May 1987.

Eggleton, Richard and O'Dell, Judith, "Selecting library managers", *Drexel Library Quarterly* 17(3):1-13, Summer 1981.

Fisher, W.H., "Use of selection committees by California academic libraries", *Journal of Academic Librarianship* 10(2):94-99, May 1984.

Gherman, Paul M., "Selection committees and the recruitment process", *Drexel Library Quarterly* 17(3), Summer 1981.

Harvey, John F. and Parr, Mary. "University library search and screen committees." *College & Research Libraries* 37:347-355, July 1976.

Karr, R.D., "Changing profile of university library directors, 1966-1981", *College & Research Libraries* 45(4):282-286, July 1984.

Mayeski, John K. and Sharrow, Marilyn, "Recruitment of library managers: a survey", *Journal of Academic Librarianship* 8(3):151-154, July 1982.

Metz, Paul. "The role of the academic library director." *The Journal of Academic Librarianship* 5:148-0152, July 1979.

Person, Ruth J., and Newman, George Charles. *Selection of the university librarian.* OMS Occasional Paper, #13. February 1988, Office of Management Studies, Association of Research Libraries. This paper reports the results of an in-depth study of the search process for library directors at five institutions recently completing a search. The paper examines many of the issues raised in this SPEC kit. It contains a a thorough and excellent bibliography on the recruitment and selection of library staff members and senior library administrators in particular. **

Sommerfeld, Richard and Nagley, Donna, "Seek and ye shall find: the organization and conduct of a search committee", *Journal of Higher Education* 45(4):239-252, April 1974.

** $15.00, prepayment required. $5.00 additional for first-class postage or orders outside the U.S.